

IKWEZI LOCAL MUNICIPALITY
FINAL ANNUAL REPORT

2014/2015

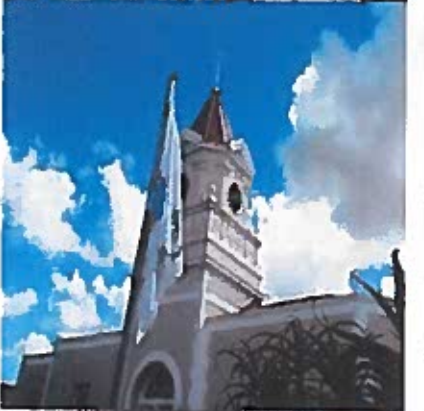


TABLE OF CONTENTS

EXECUTIVE MAYOR'S FOREWORD	12
MUNICIPAL MANAGER'S FOREWORD	13
CHAPTER 1: INTRODUCTION AND MUNICIPAL OVERVIEW	17
1.1 MUNICIPAL OVERVIEW	17
1.1.1 Vision and Mission	17
1.1.2 Demographic Information	18
a) Municipal Geographical Information	18
b) Population	20
c) Households	21
d) Key Economic Activities	22
a) Socio Economic growth	22
b) Population by Gender	23
c) Population by Age	24
d) Population by race categories	24
1.1.4 Municipal Challenges	25
CHAPTER 2: GOVERNANCE	26
2.1 NATIONAL KEY PERFORMANCE INDICATORS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION	27
2.2 PERFORMANCE HIGHLIGHTS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION	28
2.3 CHALLENGES - GOOD GOVERNANCE AND PUBLIC PARTICIPATION	28
2.4 GOVERNANCE STRUCTURE	28
2.4.1 Political Governance Structure	28
a) Council	28
b) Executive Mayoral Committee	30
2.4.2 Administrative Governance Structure	32
2.5 PUBLIC ACCOUNTABILITY	32
2.5.1 Ward Committees	33
2.5.2 Functionality of Ward Committee	36
2.5.3 Representative Forums	37
a) Labour Forum	37
b) IDP Forum	38
2.6 CORPORATE GOVERNANCE	38
2.6.1 Anti-Corruption and anti-fraud	38
a) Developed Strategies	39
2.6.2 Audit Committee/s	39
a) Functions of the Audit Committee	39
b) Members of the Audit Committee	40
2.6.3 Internal Auditing	40
2.6.4 Auditor General	42
2.6.5 By-Laws and Policies	42
2.6.6 Communication	44
2.6.7 Websites	45

CHAPTER 3: ORGANISATIONAL DEVELOPMENT PERFORMANCE	47
3.1 NATIONAL KEY PERFORMANCE INDICATORS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	47
3.2 PERFORMANCE HIGHLIGHTS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	47
3.3 CHALLENGES – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	47
3.4 INTRODUCTION TO THE MUNICIPAL WORKFORCE	48
3.4.1 Employment Equity	48
a) Employment Equity targets/actual	48
b) Employment Equity vs. Population	48
c) Occupational Categories – Race	49
d) Occupational Levels – Race	49
e) Departments – Race	50
3.4.2 Vacancy Rate	50
3.4.3 Turnover rate	52
3.5 MANAGING THE MUNICIPAL WORKFORCE	52
3.5.1 Injuries	53
3.5.2 Sick Leave	53
3.5.3 HR Policies and Plans	54
3.5.4 Employee Performance Rewards	55
3.6 CAPACITATING THE MUNICIPAL WORKFORCE	55
3.6.1 Skills Matrix	56
3.6.2 Skills Development – Training provided	56
3.6.3 Skills Development - Budget allocation	58
3.7 MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE	58
3.7.1 Personnel Expenditure	58
CHAPTER 4: STRATEGIC PERFORMANCE	60
4.1 NATIONAL KEY PERFORMANCE INDICATORS – BASIC SERVICE DELIVERY AND LOCAL ECONOMIC DEVELOPMENT	64
4.2 GENERAL PRIORITY AREAS	64
4.3 STRATEGIC SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (TOP LAYER)	65
4.3.1 Top Layer SDBIP - Good Governance and Public Participation	66
4.3.2 Top Layer SDBIP - Municipal Transformation and Institutional Development	68
4.3.3 Top Layer SDBIP - Municipal Financial Viability and Management	69
4.3.4 Top Layer SDBIP - Local Economic Development	70
4.3.5 Top Layer SDBIP - Basic Service Delivery	71
4.4 DEVELOPMENT AND SERVICE DELIVERY PRIORITIES FOR 2011/12	77
4.4.1 Municipal Transformation and Institutional Development Priorities for 2011/12	77
4.4.2 Good Governance and Public Participation Priorities for 2011/12	77
4.4.3 Municipal Financial Viability and Management Priorities for 2011/12	78
4.4.4 Basic Service Delivery Priorities for 2011/12	79
4.4.5 Local Economic Development Priorities for 2011/12	81
4.5 BASIC SERVICE DELIVERY	82
4.5.1 Basic services delivery Performance highlights	82
4.5.2 Basic services delivery challenges	82
4.5.3 Access to Free Basic Services	83
4.5.4 Access to basic level of services	85
a) Capital budget spent on municipal services	85
b) Percentage spending on total capital budget.	87
c) Summary of backlogs that must still be addressed	88

4.5.5 Water and Sanitation	88
a) Report on the Water Services Development Plan	88
b) Water Service Delivery Levels	94
c) Sanitation Service Delivery Levels	96
4.5.6 Electricity	98
4.5.7 Housing	100
4.5.8 Refuse Removal	100
4.5.9 Road	102
a) Tarred Roads	102
b) Gravelled Roads	102
c) Cost of Construction/Maintenance	103
4.5.10 Stormwater	103
a) Storm Water Infrastructure	103
b) Cost of Construction/Maintenance	104
4.6 MUNICIPAL INFRASTRUCTURE AND OTHER GRANTS	104
4.7 ADDITIONAL PERFORMANCE	104
4.8 LED	106
4.8.1 Highlights: LED	107
4.8.2 Challenges: LED	107
4.8.3 Strategic Objectives	107
4.8.4 Economic Activity	109
4.8.5 LED initiatives	109
4.9 SERVICE PROVIDERS STRATEGIC PERFORMANCE	110
CHAPTER 5: FUNCTIONAL PERFORMANCE	115
5.1 PERFORMANCE HIGHLIGHTS PER FUNCTIONAL AREAS	117
5.2 OVERVIEW OF PERFORMANCE	120
5.3 PERFORMANCE PER FUNCTIONAL AREA (DEPARTMENTAL/OPERATIONAL SDBIP)	122
5.3.1 Office of the Municipal Manager	122
5.3.2 Corporate Services	123
5.3.3 Financial Services	125
5.3.4 Community Services	126
5.3.5 Municipal Services and Infrastructure Development.	128
5.3.6 Strategic Services	129
CHAPTER 6: FINANCIAL PERFORMANCE	131
6.1 NATIONAL KEY PERFORMANCE INDICATORS - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	132
6.2 FINANCIAL VIABILITY HIGHLIGHTS	132
6.3 FINANCIAL VIABILITY CHALLENGES	132
6.4 FINANCIAL SUSTAINABILITY	133
6.4.1 Operating Results	133
6.4.2 Outstanding Debtors	135
a) Gross outstanding debtors per service	135
b) Total debtors age analysis	136
6.4.3 Viability indicators	136
a) Level of reliance on grants and subsidies	136
b) Liquidity ratio	137
6.4.4 Audited Outcomes	138
6.4.5 Equitable Share vs. Total Revenue	143
6.4.6 Repairs and Maintenance	144
6.4.7 Capital funded by source	145

LIST OF TABLES

TABLE 1: MUNICIPAL WARDS	19
TABLE 2: MUNICIPAL AREAS	19
TABLE 3: DEMOGRAPHIC INFORMATION OF THE MUNICIPAL AREA – TOTAL POPULATION	20
TABLE 4: TOTAL NUMBER OF HOUSEHOLDS	21
TABLE 5: KEY ECONOMIC ACTIVITIES	22
TABLE 6: SOCIO ECONOMIC INFORMATION	22
TABLE 7: DEMOGRAPHIC INFORMATION OF THE MUNICIPAL AREA – GENDER	23
TABLE 8: POPULATION BY AGE	24
TABLE 9: DEMOGRAPHIC INFORMATION OF THE MUNICIPAL AREA – RACE CATEGORIES	24
TABLE 10: MUNICIPAL CHALLENGES	25
TABLE 11: NATIONAL KPIS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION PERFORMANCE	27
TABLE 12: GOOD GOVERNANCE AND PUBLIC PARTICIPATION PERFORMANCE HIGHLIGHTS	28
TABLE 13: GOOD GOVERNANCE AND PUBLIC PARTICIPATION CHALLENGES	28
TABLE 14: COUNCIL UNTIL 18 MAY 2011	29
TABLE 15: COUNCIL AFTER 18 MAY 2011	30
TABLE 16: COUNCIL MEETINGS	30
TABLE 17: EXECUTIVE MAYORAL COMMITTEE UNTIL 18 MAY 2011	30
TABLE 18: EXECUTIVE MAYORAL COMMITTEE AFTER 18 MAY 2011	31
TABLE 19: COMMITTEE MEETINGS	31
TABLE 20: ADMINISTRATIVE GOVERNANCE STRUCTURE	32
TABLE 21: WARD 1 COMMITTEE MEETINGS	33
TABLE 22: WARD 2 COMMITTEE MEETINGS	34
TABLE 23: WARD 3 COMMITTEE MEETINGS	34
TABLE 24: WARD 4 COMMITTEE MEETINGS	35
	35
	36
TABLE 27: FUNCTIONING OF WARD COMMITTEES	37
TABLE 28: LABOUR FORUM	38
TABLE 29: IDP FORUM	38
TABLE 30: STRATEGIES	39
TABLE 31: MEMBERS OF THE AUDIT COMMITTEE	40
TABLE 32: INTERNAL AUDIT COVERAGE PLAN.	41
TABLE 33: INTERNAL AUDIT FUNCTIONS	42
TABLE 34: BY-LAWS	43
TABLE 35: POLICIES	43
TABLE 36: COMMUNICATION ACTIVITIES	44
TABLE 37: WEBSITE CHECKLIST	45
TABLE 38: NATIONAL KPIS– MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	47
TABLE 39: PERFORMANCE HIGHLIGHTS– MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	47
TABLE 40: CHALLENGES – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT	47
TABLE 41: 2010/11 EE TARGETS/ACTUAL BY RACIAL CLASSIFICATION	48
TABLE 42: 2010/11 EE TARGETS/ACTUAL BY GENDER CLASSIFICATION	48
TABLE 43: EE POPULATION 2010/11	48
TABLE 44: OCCUPATIONAL CATEGORIES	49
TABLE 45: OCCUPATIONAL LEVELS	50
TABLE 46: DEPARTMENT – RACE	50
TABLE 47: VACANCY RATE PER POST AND FUNCTIONAL LEVEL	51

TABLE 48: VACANCY RATE PER SALARY LEVEL	51
TABLE 49: TURNOVER RATE	52
TABLE 50: INJURIES	53
TABLE 51: SICK LEAVE	54
TABLE 52: HR POLICIES AND PLANS	54
TABLE 53: PERFORMANCE REWARDS	55
TABLE 54: SKILLS MATRIX	56
TABLE 55: SKILLS DEVELOPMENT	57
TABLE 56: BUDGET ALLOCATED AND SPENT FOR SKILLS DEVELOPMENT	58
TABLE 57: PERSONNEL EXPENDITURE	58
TABLE 58: PERSONNEL EXPENDITURE	59
TABLE 59: NATIONAL KPIS – BASIC SERVICE DELIVERY AND LOCAL ECONOMIC DEVELOPMENT	64
TABLE 60: GENERAL PRIORITY AREAS	65
TABLE 61: TOP LAYER SDBIP – GOOD GOVERNANCE AND PUBLIC PARTICIPATION	68
TABLE 62: TOP LAYER SDBIP – MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	69
TABLE 63: TOP LAYER SDBIP – MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	70
TABLE 64: TOP LAYER SDBIP – LOCAL ECONOMIC DEVELOPMENT	71
TABLE 65: TOP LAYER SDBIP – BASIC SERVICE DELIVERY	76
TABLE 66: INSTITUTIONAL DEVELOPMENT PRIORITIES FOR 2011/12	77
TABLE 67: GOOD GOVERNANCE PRIORITIES FOR 2011/12	78
TABLE 68: FINANCIAL VIABILITY PRIORITIES FOR 2011/12	78
TABLE 69: BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT PRIORITIES FOR 2011/12	81
TABLE 70: LOCAL ECONOMIC DEVELOPMENT PRIORITIES FOR 2011/12	81
TABLE 71: BASIC SERVICES DELIVERY HIGHLIGHTS	82
TABLE 72: BASIC SERVICES DELIVERY CHALLENGES	82
TABLE 73: FREE BASIC SERVICES TO INDIGENT HOUSEHOLDS	83
TABLE 74: FREE BASIC ELECTRICITY SERVICES TO INDIGENT HOUSEHOLDS	83
TABLE 75: FREE BASIC WATER SERVICES TO INDIGENT HOUSEHOLDS	84
TABLE 76: FREE BASIC SANITATION SERVICES TO INDIGENT HOUSEHOLDS	84
TABLE 77: FREE BASIC REFUSE REMOVAL SERVICES TO INDIGENT HOUSEHOLDS PER TYPE OF SERVICE	84
TABLE 80: TOTAL CAPITAL EXPENDITURE ON ASSETS	87
TABLE 81: TOTAL CAPITAL EXPENDITURE	87
TABLE 82: BACKLOGS	88
TABLE 83: QUANTITY OF WATER SERVICES PROVIDED	90
TABLE 84: % OF THE TOTAL NUMBER OF CONNECTIONS	90
TABLE 85: WATER TARIFF STRUCTURE	91
TABLE 86: METER INSTALLATION AND METER TESTING	91
TABLE 87: WATER SERVICE DELIVERY LEVELS	95
TABLE 88: SANITATION SERVICE DELIVERY LEVELS	96
TABLE 89: ELECTRICITY SERVICE DELIVERY LEVELS	98
TABLE 90: HOUSING WAITING LIST	100
TABLE 91: HOUSING	100
TABLE 92: REFUSE REMOVAL SERVICE DELIVERY LEVELS	101
TABLE 93 TARRED ROADS	102
TABLE 94: GRAVELLED ROADS	103
TABLE 95: COST OF CONSTRUCTION/MAINTENANCE OF ROADS	103
TABLE 96: STORMWATER INFRASTRUCTURE	103
TABLE 97: COST OF CONSTRUCTION/MAINTENANCE OF STORMWATER SYSTEMS	104
TABLE 98: SPENDING OF GRANTS	104
TABLE 99: ADDITIONAL PERFORMANCE	106
TABLE 100: LED HIGHLIGHTS	107

TABLE 101: LED CHALLENGE	107
TABLE 102: LED OBJECTIVES AND STRATEGIES	109
TABLE 103: ECONOMIC ACTIVITY BY SECTOR	109
TABLE 104: LED INITIATIVES	110
TABLE 105: SERVICE PROVIDERS PERFORMANCE – OFFICE OF THE MUNICIPAL MANAGER	111
TABLE 106: SERVICE PROVIDERS PERFORMANCE – CORPORATE SERVICES	111
TABLE 107: SERVICE PROVIDERS PERFORMANCE – FINANCIAL SERVICES	112
TABLE 108: SERVICE PROVIDERS PERFORMANCE – COMMUNITY SERVICES	112
TABLE 109: SERVICE PROVIDERS PERFORMANCE – ENGINEERING SERVICES	113
TABLE 110: SERVICE PROVIDERS PERFORMANCE – ELECTRO-TECHNICAL SERVICES	114
TABLE 111: FUNCTIONAL AREAS	117
TABLE 112: PERFORMANCE HIGHLIGHTS PER FUNCTIONAL AREA	120
TABLE 113: SUMMARY OF TOTAL PERFORMANCE	121
TABLE 114: FUNCTIONAL ALIGNMENT – OFFICE OF THE MUNICIPAL MANAGER	122
TABLE 115: FUNCTIONAL ALIGNMENT – CORPORATE SERVICES	124
TABLE 116: FUNCTIONAL ALIGNMENT – FINANCIAL SERVICES.	125
TABLE 117: FUNCTIONAL ALIGNMENT – COMMUNITY SERVICES.	127
TABLE 118: FUNCTIONAL ALIGNMENT – MUNICIPAL SERVICES & INFRASTRUCTURE DEVELOPMENT	128
TABLE 119: FUNCTIONAL ALIGNMENT – STRATEGIC SERVICES	130
TABLE 120: NATIONAL KPI'S FOR FINANCIAL VIABILITY AND MANAGEMENT	132
TABLE 121: FINANCIAL VIABILITY HIGHLIGHTS	132
TABLE 122: FINANCIAL VIABILITY CHALLENGES	132
TABLE 123: PERFORMANCE AGAINST BUDGETS	133
TABLE 124: GROSS OUTSTANDING DEBTORS PER SERVICE	135
TABLE 125: SERVICE DEBTOR AGE ANALYSIS	136
TABLE 126: RELIANCE ON GRANTS	136
TABLE 127: LIQUIDITY RATIO	137
TABLE 128: AUDIT OUTCOMES	138
TABLE 129: 2008/09 DETAIL ON AUDIT OUTCOMES	138
TABLE 130: 2009/10 DETAIL ON AUDIT OUTCOMES	141
TABLE 131: 2010/11 DETAIL ON AUDIT OUTCOMES	143
TABLE 132: EQUITABLE SHARE VS. TOTAL REVENUE	143
TABLE 133: REPAIRS & MAINTENANCE AS % OF TOTAL OPEX	144
TABLE 134: CAPITAL FUNDED BY SOURCE	143

LIST OF FIGURES

FIGURE 1: AREA MAP	18
FIGURE 2: STRATEGY MAP	62
FIGURE 3: SDBIP MEASUREMENT CATEGORIES	65

LIST OF GRAPHS

GRAPH 1: TOTAL POPULATION GROWTH	20
GRAPH 2: TOTAL % INDIGENT HOUSEHOLDS WITHIN THE MUNICIPAL AREA	21
GRAPH 3: GENDER POPULATION	23
GRAPH 4: POPULATION BY RACE	25
GRAPH 5: VACANCY RATE	52
GRAPH 6: PERFORMANCE PER NATIONAL KEY PERFORMANCE AREA	66
GRAPH 7: WATER SERVICE DELIVERY LEVELS	95
GRAPH 8: SANITATION/SEWERAGE SERVICE DELIVERY LEVELS	97
GRAPH 9: SANITATION/SEWERAGE MINIMUM STANDARDS	97
GRAPH 10: ELECTRICITY SERVICE DELIVERY LEVELS	99
GRAPH 11: ELECTRICITY LEVELS ABOVE MINIMUM STANDARDS	99
GRAPH 12: REFUSE REMOVAL SERVICE DELIVERY LEVELS	101
GRAPH 13: REFUSE REMOVAL LEVELS ABOVE STANDARDS	102
GRAPH 14: OVERALL PERFORMANCE OF DIRECTORATES	121
GRAPH 15: OFFICE OF THE MUNICIPAL MANAGER PERFORMANCE PER SUB-DIRECTORATE	123
GRAPH 16: CORPORATE SERVICES PERFORMANCE PER SUB-DIRECTORATE	124
GRAPH 17: FINANCIAL SERVICES PERFORMANCE PER SUB-DIRECTORATE	126
GRAPH 18: COMMUNITY SERVICES SUB-DIRECTORATE PERFORMANCE	127
GRAPH 19: MUNICIPAL SERVICES & INFRASTRUCTURE DEVELOPMENT PERFORMANCE PER SUB – DIRECTORATE	129
GRAPH 20: STRATEGIC SERVICES PERFORMANCE PER SUB-DIRECTORATE	130
GRAPH 21: REVENUE	134
GRAPH 22: OPERATING EXPENDITURE	134
GRAPH 23: DEBT PER TYPE OF SERVICE	135
GRAPH 24: RELIANCE ON GRANTS AS %	137
GRAPH 25: REVENUE	144
GRAPH 26: REPAIRS AND MAINTENANCE AS PERCENTAGE OF OPEX	145
GRAPH 27: CAPITAL FUNDED BY SOURCE	146

LIST OF ABBREVIATION

AC – Audit Committee

AG - Auditor General

IA - Internal Audit

IDP – Integrated Development Plan

KPI – Key Performance Indicator

LLF – Local Labour Forum

MEC - Member of the Executive Council

MFMA – Municipal Finance Management Act

MS – Management Services

MSA – Municipal Systems Act

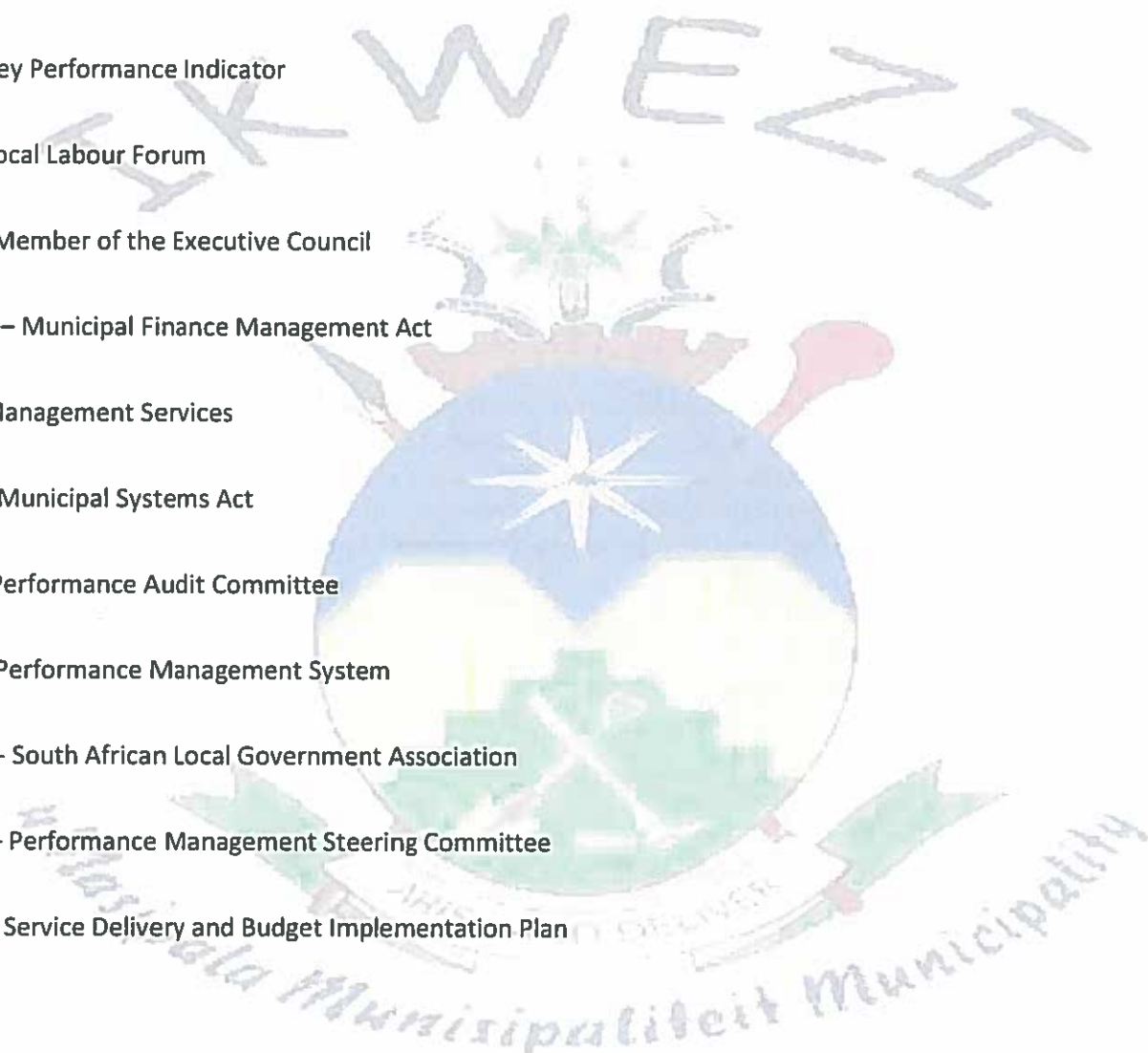
PAC – Performance Audit Committee

PMS – Performance Management System

SALGA - South African Local Government Association

PMSC – Performance Management Steering Committee

SDBIP - Service Delivery and Budget Implementation Plan



HONORARY MAYOR'S FOREWORD

This Annual Report covers all the National Key Performance Areas and achievements by the institution in the year under review.

The Department of Water and Sanitation (DWS) has assisted the municipality in addressing water challenges through the Accelerated Community Infrastructure Programme (ACIP), focusing on Water Conservation and Demand Management and the Refurbishment of Pump stations both in Jansenville and Klipplaat. As the costs of resource development increase and water becomes vital that water conservation and demand management measures and strategies are implemented to reduce water losses. DWS has offered financial assistance to the municipality for the installation of domestic water meters in order to measure water use and demand. This will enable the municipality to know how much water gets in and out of the system and as such to manage the losses as well.

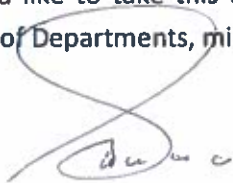
Public Participation has improved. The municipality is successfully implementing the CWP, EPWP and Anti-Poverty Programmes. The number of residents benefiting from free basic services has increased. The municipality is also implementing the Back to Basics Programme which was launched by EC COGTA in November 2014 to ensure that delivery of services to its communities is done in an efficient and effective way. The following was achieved during the year under review:

We have entered into a Service Level Agreement with the DRPW for the rehabilitation and beautification of Parks in Jansenville and Klipplaat. The actual implementation of the project commenced in November 2015. Residents started to realize the importance of the improved park areas and there was a marked decrease in dumping of waste etc. The project provides access to outdoor recreational entertainment facilities with lighting and public braai facilities for Jansenville and Klipplaat Communities. The project entails the following outputs:

- Paving and beautification of the Parks
- Improved outdoor and amenities services
- Cleaner environments and urban spaces
- Improved small town image for tourism promotion
- Skilled workforce in paving, brick laying and landscaping
- Installation of solar lighting

The municipality has also launched the Business Development Forum in December 2014. The municipality has also entered into a Service Level Agreement (SLA) with the University of Fort Hare and Uhuru Development Co-operative on Renewable Energy. This programme is targeting the youth of Ikwezi Municipal area. Phase 1 of the project commenced in January 2016 (Training of youth).

I would like to take this opportunity to acknowledge time and effort given by the Acting Municipal Manager, Heads of Departments, middle management and staff.



Sizwe Alfred Mngwevu
Mayor

MUNICIPAL MANAGER'S FOREWORD

This Annual Report has been prepared in accordance with the guidelines of Circular 63 issued by National Treasury. The guidelines require that the performance of the municipality be reported on, in functional areas. An overview of each financial area, with a description of the activity, is presented. The strategic objectives of each function as well as priorities and progress on such priorities, is highlighted.

The year under review which highlights the performance of the institution, covers the period 1 July 2014 to 30 June 2015. The report indicates the percentage of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the municipality's Integrated Development Plan.

Ward Committees are effective and their reports form part of the Council agenda. Council performs both the legislative and executive functions. Apart from their functions and decision makers, councillors are also actively involved in community work and various social Programmes in the municipal area. The municipality has taken the lead in establishing operational ward committees in all the four wards. Open communication channels and interaction exists between ward committee members, the various municipal organisational structures and other interested non-governmental bodies in the municipal area.

During the year under review, the municipality was faced with a number of challenges namely; lack of resources in terms of implementing the capital projects. One of the major highlight which can be identified by the municipality was actually the improvement of water quality and supply thereof. The municipality was able to spend 100% of its allocated budget on the Capital projects which were registered and funded by the municipal infrastructure grant.

Economic development is a major priority for Ikwezi Municipality. Ikwezi Municipality is one of the municipalities within the Sarah Baartman District that has benefitted to the Agricultural Mentorship Programme which support and coach SMMEs. During the year under review two groups of SMMEs benefitted from this programme. Ikwezi Municipality is grateful for the support it has received from the Sarah Baartman District Municipality throughout the implementation of this programme. The agricultural sector has shown employment growth and could provide opportunities for further development. The Municipality has prioritized the development of the Small, Medium and Micro Enterprises (SMMEs) because entrepreneurship is considered as the engine of economic development.

Tourism is seen as another priority sector for the allocation of resources. Various other tourism related projects were initiated.

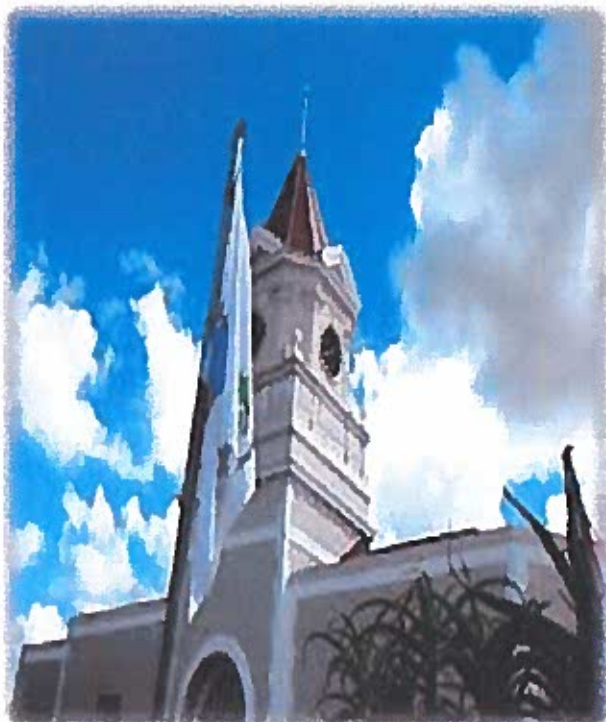
Ikwezi Municipality's cash flow position had deteriorated to such an extent that it was unable to meet its financial commitments. The on-going cash flow problems have extended over the last two financial years and it has become evident that the municipality is unable to meet its financial commitments. In view of the nature of cash flow problems and potential risks it was necessary to act swiftly with the objective of introducing a "recovery plan" to ensure that the municipality is able to operate as a going concern with a minimum disruption to municipal services.

I would like to take this opportunity to acknowledge time and effort given by Heads of Department, middle management and first line managers. Management would like to appreciate the political leadership and oversight by Council led by our Honourable Mayor, Councillor Sizwe Alfred Mngwevu.



P. MKRATE

ACTING MUNICIPAL MANAGER



CHAPTER 1: INTRODUCTION AND MUNICIPAL OVERVIEW

1.1 MUNICIPAL OVERVIEW

This report addresses the performance of the Ikwezi Local Municipality in respect of its core legislative obligations. Local government must create the participatory framework that defines and enhances the relationship between elected leaders and their communities. This requires that the council of the municipality provides regular and predictable reporting on program performance and the general state of affairs in their locality.

The 2014/2015 Annual Report reflects on the performance of the Ikwezi Local Municipality for the period of 1 July 2014 to 30 June 2015. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), which states that the municipality must prepare an Annual Report for each financial year.

1.1.1 VISION AND MISSION

"We strive to be an economically self-sustainable and socially responsive municipality, committed to improve the quality of life for the Ikwezi residents. We believe our primary responsibility is to the residents of Ikwezi by providing quality services by promoting and deepening democracy, stimulate socio-economic development, and promote active citizenship, whilst recognizing the value and mutual benefits of networking and strategic partnerships."

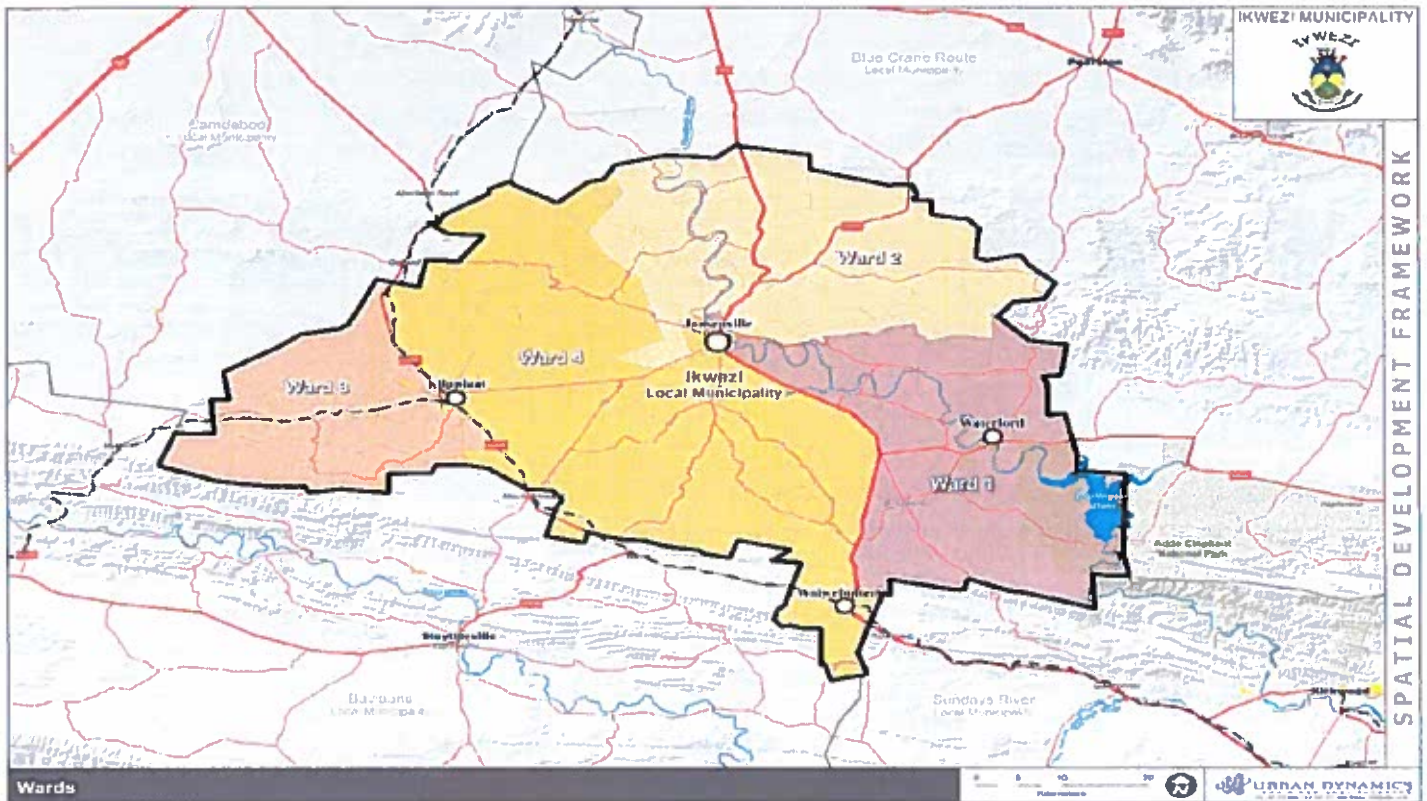
We remain committed to the realization of the 5 National Key Areas of Municipality:

1. Municipal Transformation and Organizational Development
2. Basic Service Delivery
3. Local Economic Development
4. Good Governance and Public Participation
5. Municipal Financial Viability and Management

We recognize and take pride at the enormous strides being taken towards establishing public participatory structures at ward level. The Community based planning process is aimed at enriching our IDP (Integrated Development Programme) and furthers our efforts to ensure that our people influence the budgetary process of the municipality. The success will be replicated in other areas, such as financial viability strategies and an enhanced program of infrastructure development. We will ensure that Ikwezi Local Municipality goes forward with greater pace in delivering quality services to its community in the coming years.

1.1.2 DEMOGRAPHIC INFORMATION

Ikwezi Local Municipality is located within the Eastern Cape Province, one of the nine local municipalities which form part of the Sarah Baartman District Municipality (SBDM). Jansenville is bordered by the Sundays River, south of the town. Klipplaar is dominated by pre-dominantly defunct railways lines and shunting yards. Waterford can be categorized as a small node historically established to serve the surrounding farming community. The municipal area has a population of 10 537 (2 915 households) and covers an area of 4,449.7 km (census 2011).



WARDS:

The Municipality is currently structured into the following 4 Wards:

WARD	AREAS
1	A portion of Mauritius, Waterford, Jansenville West and East, including The CDB area, 7de Laan and a portion of Holland.
2	A portion of Mauritius, Diep Kloof, Phumlani, Borchards, Draai, Brickfields and a portion of Holland.
3	Princevale, Wongalethu and Klipplaar Central.
4	Klipplaar Town, Dan Sandi View and Wolwefontein

The following table indicates the urban, peri-urban and rural areas situated within the boundaries of the municipality.

Urban Areas	Peri Urban	Rural Areas
Jansenville CBD	Klipplaat Town	Princevale
Klipplaat CBD	Wolwefontein	Wongalethu
		Dan Sandi View
		Holland
		Diep Kloof
		Phumlani
		Borchards
		Draai
		Brickfield
		7 DeLaan
		Mauritius

Ikwezi Local Municipality falls within the jurisdiction of the Sarah Baartman District Municipality. The municipality is abutted by the boundaries of Blue Crane Route (East), Camdeboo (North) and Baviaans (West) municipal areas. In 2011, the extent of Ikwezi Municipality covered an area of four thousand, five hundred and sixty two square kilometres (4,562.72km²) which was demarcated into four wards with a total of seven councillors. The municipality has a population of 10 537 occupying an estimated 2 915 households, with an average household comprising of 3.6 inhabitants.

The physical area is characterized by vast rural hinterland, comprising of privately owned farms where most of the agricultural activities take place. The economy is based on social services and government spending, with strong roots in the agricultural sector. The primary urban area is Jansenville; Klipplaat is a secondary service centre; Waterford a small rural node and Wolwefontein a tiny railway settlement.

The municipal areas contain a small variety of landscapes that can be divided into the following landscapes:

- Mountains and Mountain Valleys
- Foothills
- Plateau
- Incised river valleys
- Plantation

POPULATION:

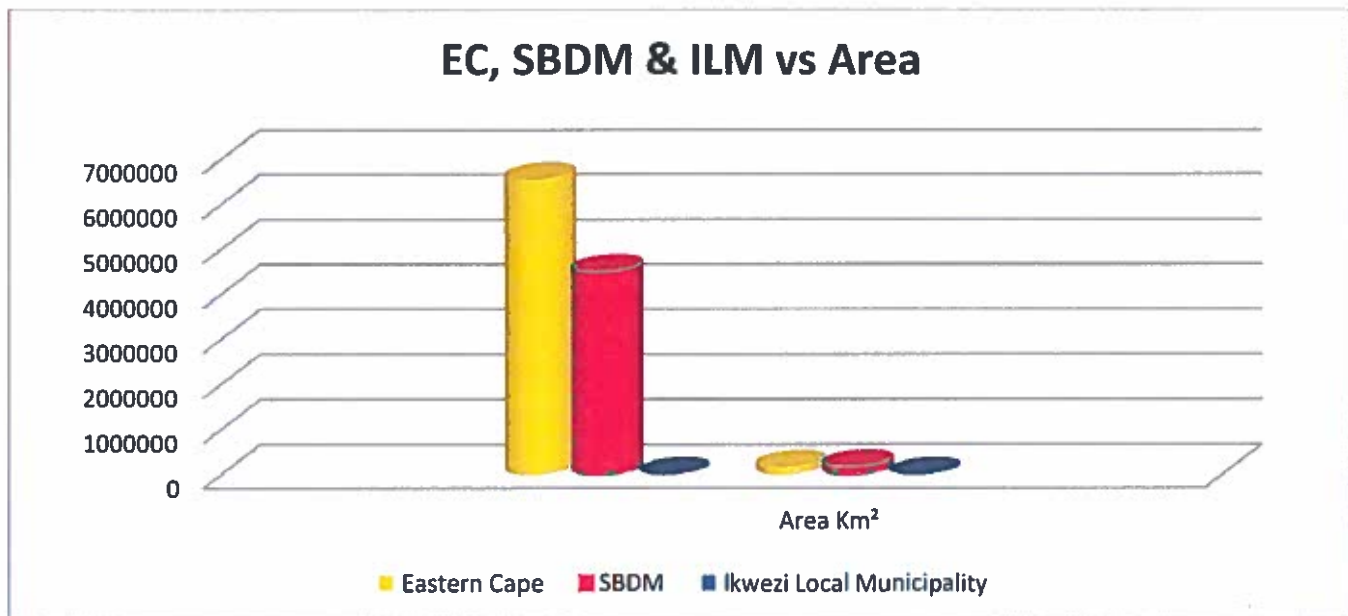
The demographic profile in the study area is made up of both urban and rural dynamics. During the life-span of the current five year IDP, various data sources were used progressively during each planning review process, ranging from StatsSA Census 2001, Community Survey 2007 and recently updated by the StatsSA Census 2011.

Table 1: Population and extent of Area km² - EC, SBDM and ILM

STATSSA 2011	EASTERN-CAPE PROVINCE	SARAH DISTRICT	BAARTMAN	IKWEZI MUNICIPALITY	-LOCAL
TOTAL POPULATION	6 562 053	450 584		10 537	
AREAS KM²	168 966 km ²	168 966 km ²		4562.72 km ²	

Table 1: Population and extent of Area km² - EC, SBDM and ILM

Graph 1: Population & Extent of Area km² – EC SBDM& ILM



Source: StatsSA 2011

According to the 2011 Population Census conducted by Statistics South Africa the total population of the Eastern Cape Province is 6 562 053 people and the total population of the Sarah Baartman District is 450 584. As indicated by the statistical information above, Ikwezi accounts for 2.3% of the Sarah Baartman District and 0.16% of the Eastern Cape Provincial population. Geographically Ikwezi makes up about 7.8% of the District Municipality landmass, with a low population density of 2.3 per km², which is much lower than the District average of 7.7 persons per km².

POPULATION GROWTH RATE:

The population of Ikwezi has increased by approximately 170 people over the past 10 years. This is reflective of a 0.2% average population growth rate per annum from 2001 to 2011. The slow population growth rate can possibly be attributed to a relatively stable migration trend, with limited outward movement in search of employment in Graaff- Reinet and Port Elizabeth. The average population growth rate experienced throughout the Sarah Baartman District over the same period is much higher, at 1.6% per annum.

Table 2: Population Growth Rate and Projections per Ward

Population Growth over time		2001	2011	% Growth / Decline 2001 to 2011	% Growth / Decline p.a.
IKWEZI POPULATION		10367	10537	1.6	0.16
	Population	Household	Household size	Growth Rate 1.1% 2012-22	Growth rate 2% 2012-22
Period	2011	2011	2011	2022	2022
Ward 1	2468	675	3.7	272	494
Ward 2	4044	1086	3.7	445	809
Ward 3	1565	491	3.7	172	313
Ward 4	2460	662	3.7	271	492
Ikwezi Area	10537	2915	3.6	1159	2107

Source: Stats SA

The table above specifies the growth rate and population projects for the next ten years. Planning will consider these population projections as it crafts its' long-term and these will inform key strategic decision to suit future development requirements

The following key observations are noted:

The 2011 Census Stats SA indicates a total population of 10 537, for the Ikwezi municipal area, comprising of 2 915 households.

It is estimated that the population will grow in line with the National average of 1.1% between 2012 and 2022. The estimated population growth will result in an increase of approximately 1159 persons over a 10 year planning horizon.

1.1.3 AGE DISTRIBUTION

Roughly 6 409 or 61% of the population are under the age of 35 and 31% of these are 15 years of age.

Table 3: Ikwezi Age distribution

DEMOGRAPHICS	IKWEZI (STATSSA 2001)	AREA	IKWEZI AREA (STATSSA 2011)		GROWTH % p.a.
Ikwezi -Total Population	10370		10537	167	0.16
Age distribution	2001		2011		
0 – 14	3 301		3274	31.1%	- 0.08
15-64	6 336		6 529	62.0%	0.30
65+	733		734	7.0	0.01

Source: StatsSA

The high number of young people requires intergovernmental planning efforts to jointly focus on providing sport and recreation facilities in addition to access to improved education choices.

Sport in particular plays an important part in youth development and relevant role in players should form partnerships to promote sport initiatives and youth programs in Ikwezi. The high number of children could also be an indication of a dependency on child support grants. The elderly accounts for 7% of the Ikwezi population.

Table 4: Sarah Baartman District-wide Age distribution

DEMOGRAPHICS	SARAH BAARTMAN DM (STATSSA 1996)	SARAH BAARTMAN DM (STATSSA 2001)	SARAH BAARTMAN DM (STATSSA 2011)	Growth rate 2001- 11 p.a
Sarah Baartman Total Population	370 159	388 206	450 584	1.6
Age distribution	1996	2001	2011	
0-14	114 875	110 724	122 602	0.10
15-64	227 484	251 548	296 436	1.51
65+	23 266	25 935	31 546	1.78

Source: StatsSA

At Sarah Baartman District level the dependency trend is slightly lower with only 24.2% of the population under the age of 15 and inhabitants over 64 years of the age level is reflected at 7%. The total working-age population in Ikwezi is 62% which is nearly 4% lower than the 65.8% living in the Sarah Baartman District area.

1.1.4 GENDER DISTRIBUTION

The population of Ikwezi Local Municipality consists of a slightly lower number of male than female residents and the gender ratio reflected parity levels of roughly 9 males for every 10 females in 2011. The gender ratio at Sarah Baartman District is 9.6 males for every 10 females.

Table 5: Ikwezi Gender Ratio

DEMOGRAPHICS	IKWEZI AREA (STATSSA 2001)	IKWEZI AREA (STATSSA 2011)	PERCENTAGE (%)	GROWTH % p.a
Gender	10 370	10 537		
Male	4 926	5 055	48.0	0.26
Females	5 444	5 482	52.0	0.07

Source: StatsSA

In total males constitute 48% of the population and females 52%. This closely resembles the gender breakdown found in District where 49% of the population is male and 51% female. Municipal planning takes cognisance of the gender distribution in the Municipality and the Special Programmes Unit has established Ikwezi Women's Forum. Municipality initiatives consider the mainstreaming of previously disadvantaged groups as a priority in all development activities.

Table 6: Sarah Baartman District-wide Gender

DEMOGRAPHICS	SARAH BAARTMAN (STATSSA 1996)	SARAH BAARTMAN DM (STATSSA 2001)	SARAH BAARTMAN DM (STATSSA 2011)	Dependency
Gender	370 159	388 206	450 584	
Male	179 102	185 919	220 246	48.9%
Female	191 057	202 287	230 338	51.1%

Source: StatsSA

1.1.5 GENDER OF HEAD OF HOUSEHOLD

Table 7: Ikwezi Age Distribution of Head of Household Gender

DEMOGRAPHICS	IKWEZI AREA (STATSSA 2001)	IKWEZI AREA (STATSSA 2011)	%	GROWTH % p.a
Head of Household:	2 754	2 915		
Gender				
Male	1 860	1 708	58.6	-0.82
Female	894	1 207	41.4	3.5

Source: StatsSA

According to StatsSA an 8.9% increase has occurred, from 32.5% to 41.4%, in respect of female headed households between 2001 and 2011. The increase is relatively high considering that the population growth rate has been very low over a 10 year period and the male to female sex ratio has remained almost unchanged. This could be reflective of males migrating in search of employment opportunities outside of the municipal area or the occurrence of single mothers deciding to create a base for their young with the option of marriage later in life.

Female headed household are also increasing over time and planning must take this into account as the table below suggests that this is a district-wide phenomenon.

Table 8: Sarah Baartman District-wide Head of Household Gender

DEMOGRAPHICS	SBDM (STATSSA 1996)	SBDM (STATSSA 2001)	SBDM (STATSSA 2011)	%
Head of Household Total: Gender	83 291	100 308	125 632	
% Female headed HH	29.6	34.9	38.5	
Female	24 657	34 967	48 313	3.8

Source: StatsSA

1.1.6 MARITAL STATUS 2011

Statistical information indicates that 32.8% of the population is married.

Table 9: Distribution of the population by marital status 2011

	Married	Never married	Widow/er	Divorced	Total
Ikwezi	3 465	6 542	404	127	10 538

Source: StatsSA

1.1.7 LANGUAGE AND RACIAL DISTRIBUTION

The largest segment (68.5% = StatsSA 2011) of the population in Ikwezi speaks Afrikaans, followed by 25.4% communicating in isiXhosa. Business, private and public institution should attempt to render services in the languages most commonly spoken in the area. Stats 2011 also indicates that the majority of the population (93.9%) living in Ikwezi, were born in the Eastern Cape. South Africans of Colour account for 55% of the population, followed by 37% Black South Africans.

Table 10: Ikwezi Population Grouping

DEMOGRAPHICS	IKWEZI AREA (STATSSA 2001)	IKWEZI AREA (STATS 2011)	%
Language	10 369	10 538	
Afrikaans	7 144	7 215	68.5
English	129	274	2.6
isiXhosa	3 081	2 673	25.4
Other	15	330	3.1
Population Grouping	10 370	10 538	
Black	3 826	3 916	37.2
Coloured	5 603	5 757	54.6
White	941	796	7.6
Indian/Asian	0	21	0.2
Other	0	48	0.5

Source: StatsSA

This population grouping trend is not reflected at the District level, where Black South Africans constitute 53.3% of the total district population.

The municipality must consider the diverse cultural groups existing and languages spoken within the municipality, in all decision making processes and equity quotas.

1.1.8 DISABILITY

In the 2011 Census, questions on disability were replaced by General health and functioning questions. Due to changes in questions, 2011 results are not comparable with previous Censuses 1996 and 2001 and for this reason a comparative analysis will not be done.

Table 11: Ikwezi Population Grouping

<i>IKWEZI</i>	<i>Hearing</i>	<i>Seeing</i>	<i>Walking</i>	<i>Remembering</i>	<i>Self-care</i>
No difficulty	9 240	8 480	9 173	9 108	8 313
Some difficulty	333	1 021	292	342	185
A lot of difficulty	64	166	103	127	82
Cannot do at all	22	15	90	79	303

Source: StatsSA

The predominant disability found in the Municipality area is people suffering from some form of sight disability, affecting 11.4% of the population. A further 4.7 of the inhabitants are afflicted by a walking or climbing disability and 5.5% find it difficult to take care of themselves.

Currently there is a structure in place, "Disabled Forum", however it is not functioning as effectively as envisaged. As a result of the poor functioning of the organisation, disabled people as a special interest group remain largely marginalized with regard to development dialogues and access to provincial programmes.



1.2 SOCIO-ECONOMIC ANALYSIS

The Ikwezi Local Municipality is characterized by poor socio - economic conditions. The low economic growth rate coupled with low income leads to affordability issues. On average the level of services compared well with that of the district and the level of vulnerability in the Ikwezi area has decreased slightly between 2001 and 2011.

1.2.1 EMPLOYMENT STATUS

The Ikwezi Local Municipality is characterised by a lack of sustainable employment and a high percentage of people in the area are not economically active. This results in high poverty levels and limited disposable income. In 2001 only 28.8% of the **working-age population** was employed. This situation has steadily improved and in 2011, 40.9% of the population between the ages of 15 and 64 were employed. However, the unemployment rate is still too high and could impact negatively on the municipality as low affordability levels generally result in poor payment rates for services.

Table 12: Ikwezi distribution of the population aged between 15 and 64 years by employment status

SOCIO ECONOMIC ANALYSIS	IKWEZI AREA (STATSSA 1996)	IKWEZI AREA (STATSSA 2001)	IKWEZI (STATSSA 2011)	%	GROWTH % p.a
Labour status					
Employed	2083	1791	2642	82%	3.22
Unemployed	833	1253	580	18%	-5.37
Unemployment Rate	28.6%	41.2%	18.0%		

Source: StatsSA

Table 13: Sarah Baartman District-wide population aged between 15 and 64 years by employment status

SOCIO ECONOMIC ANALYSIS	SBDM (STATSSA 1996)	SBDM (STATSSA 2001)	SBDM (STATSSA 2011)	%	GROWTH % p.a
Labour status					
Employed	89 953	94 650	120 176	75.14%	2.12
Unemployed	35 452	51 996	39 766	24.86%	-2.35
Unemployment Rate	28.3%	35.5%	24.9%		

Source: StatsSA

StatsSA indicates that in Ikwezi the labour absorption rate equates to 40.9% and the Unemployment rate is approximately 18%. The unemployment rate in Sarah Baartman is just over 7% higher but cognisance must be taken that the average household income in Ikwezi is R31 587.00 lower than R76 250.00 received in the Sarah Baartman District. A further 49.9% were either classified as not economically active or discouraged work-seekers in 2011. The overall dependency ratio has decreased from 64:100 in 2001 to 61.4 persons per hundred population of working age in 2011. StatsSA 2011 also concludes that the youth unemployment rate, in Ikwezi was reduced from 51.1% in 2001 to 22.7% in 2011.

Income levels within the Municipal area are very low considering that 59.1% of the economically active population does not generate an income. The remaining 25.4% are employed with only 9.3% earning an income of more than R1 601.00 per month. Municipal planning needs to focus strongly on local economic development and job creation initiatives, which will enable the community to generate higher income levels.

The following table summarizes the unemployment and poverty situation in the municipality.

Table 14: Poverty indicators 2011

Year	Unemployed (15 – 64)	Discouraged work-Seekers	Household Annual Income < R19691	Absence of Household income
2001	19.7%		61.8%	16.2%
2011	9.0%	7.3%	43.7%	10.8%

1.2.2 UNEMPLOYMENT SECTORS

In 2011 only 14.9% of the total population of Ikwezi was employed in the formal sector, a further 6.4% in the informal sector and a smaller segment (4.7%) worked in private households. Based on the community survey conducted in 2007 it is evident that the community and public sector continues to account for the majority of specified jobs and is closely followed by the agricultural sector. The fore - mentioned sector is an unlikely base for employment expansion. The wholesale & retail trade and manufacturing sector was the third and fourth highest employer, but it is also doubtful whether these sectors will expand significantly as commercial and business activities are confined to the urban centre of Jansenville.

Table 15: Employment Sector

SOCIO ECONOMIC ANALYSIS	IKWEZI AREA (STATSSA 2011)	%
Employment Sectors	10 537	
In the formal sector	1 568	14.9
In the informal sector	674	6.4
Private household	496	4.7
Do not know	26	0.2
Not applicable	7 773	73.8

Source: StatsSA

The employment sector also continues to use elementary occupations, followed by craft and related workers, plant and machine operators, service shop market and sales workers, and clerks. A smaller segment of the employment sector is made up of professionals, technicians and senior managers.

This dominance of elementary occupations is indicative of the low skills base in the area. As a result there is a shortage of skilled artisans, engineers, project managers, business management and technical skills in agriculture and environmental management. Statistics South Africa 2011 reflects that the unemployment rate in Ikwezi is 18.3%, which is 6.6% lower than the unemployment rate in Sarah Baartman District.

1.2.3 INCOME LEVELS

StatsSA 2011 reflects that poverty levels are high with 35% of the population not receiving any income and a further 21% earn less than R801 per month, therefore falling under the poverty line. This is exacerbated by the fact that the labour force participation rate is only 50.1%. The population lack buying power which makes it difficult to exploit local economic development opportunities and the situation implies a high dependency on social grants. Interventions must be created and plans must be implemented to support poor communities.

The potential economic active working-age force accounts for 62% of the total population which reinforces the need to boost the economy and stimulate job growth.

Table 16: Income Category

SOCIO ECONOMIC ANALYSIS	IKWEZI AREA (STATSSA 2011)	%		IKWEZI AREA (STATSSA 2001)	%
Individual Income			Household Income		
No Income	3 655	34.7	No Income	314	10.8
R 1 – R 400	1 431	13.6	R 1 – R 400	133	4.6
R 401 – R 800	742	7.0	R 4 801 – R 9 600	270	9.3
R 801 – R 1 600	2 156	20.5	R 9 601 – R 19 600	871	29.6
R 1 601 – R 3 200	369	3.5	R 19 601 – R 38 200	650	22.3
R 3 201 – R 6 400	238	2.3	R 38 201 – R 76 400	324	11.1
R 6 401 – R 12 800	227	2.2	R 76 401 – R 153 800	181	6.2
R 12 801 – R 25 600	111	1.1	R 153 801 – R 307 600	130	4.5
R 25 601 – R 51 200	17	0.2	R 307 601 – R 614 400	31	1.1
R 51 201 – R 102 400	5	0.0	R 614 001 – R 1 228 800	5	0.2
R 102 401 – R 204 800	7	0.1	R 1 228 801 – R 2 457 600	3	0.1
R 204 801 or more	1	0.0	R 2 457 601 or more	2	0.1
Unspecified	1 408	13.4	Unspecified	-	-
Not applicable	169	1.6		2 915	100.0

Source: StatsSA

Census 2011 determined that the households in the Eastern Cape received an average annual income of R64 539 which was the second lowest of all the Provinces. Sarah Baartman District fared much better in comparison, with the average household income in 2011 growing to R76 250, which notably, is above the Eastern Cape average. Although Ikwezi household income is way below the average earned in Sarah Baartman, it has increased by R11 980 from R33 565.00 in 2001 to R 44 663.00 in 2011.

Table ...: Distribution of average household income – 2001 and 2011

Municipality	2001	2011
Sarah Baartman	39 757	76 250
Ikwezi	33 565	44 663

Source: Statistics South Africa: 2011

1.2.4 POVERTY LEVELS

Increasing levels of abject poverty have been recorded in the Eastern Cape and 74% of the people of the Eastern Cape live below the poverty line of R800 or less a month. Poverty levels in the Sarah Baartman District are substantially lower than the Provincial norm, at 59%. Poverty levels within Ikwezi Local Municipality are 71.3% which is much higher than the District norm. High poverty levels imply a higher dependency on social assistance in the form of grants. Municipal planning needs to focus strongly on poverty alleviation mechanisms.

The distribution of income within the municipal area has worsened between 1996 and 2007 from 0.57% to 0.66%. The percentage of people who live in poverty has increased from 48% in 1996 to 56% in 2007 representing a total population of 5 837 people living in poverty.

The very small population of the area illustrates that limited employment can be created by supplying local markets. An exception is fresh food produce (as a result of the long distance from suppliers).

The main advantage of the small population is that not much employment needs to be created to significantly address the unemployment problem.

1.2.5 DEPENDANCY ON SOCIAL GRANTS

There is a high level of dependency on social grants. The percentage of the population that is dependent on social grants is 44.1%. Social grants include the following:-

- Child support grant
- Old age pension
- Disability grant
- Care dependency grant

The high number of dependent youth in the Municipality implies a higher burden on the economically active population. Given that a high percentage of the potential working age population is not employed, this dependency shifts to organs of state. Planning must try to reduce the high unemployment rate that exist in Ikwezi and at the same time facilitate effective and efficient social services to the inhabitants of Ikwezi.

Departments such as Home Affairs, Social Development, Health and Education must coordinate their efforts to bring about faster and better services to the people who need it most.

1.2.6 EDUCATION

Table...: Sarah Baartman District-wide population aged 20 years and older by highest level of education attained

	SARAH BAARTMAN DM (STATSSA)	SARAH BAARTMAN DM (STATSSA)	SARAH BAARTMAN DM (STATSSA)	%
	1996	2001	2011	
Grade 12/ Std 10	24 324	35 577	56 665	20.4
Higher	13 028	15 565	23 037	8.3
Total	206 643	236 429	277 825	

Table...: Distribution of the population aged 20 years and older by highest level of education attained

DEMOGRAPHICS	IKWEZI AREA (STATSSA)	IKWEZI AREA (STATSSA)	IKWEZI AREA (STATSSA)	%
Age distribution	1996	2001	2011	
No schooling	1 457	1 333	787	12.6
Some primary	1 347	1 524	1 496	23.9
Complete primary	522	528	517	8.3
Some secondary	1 474	1 684	2 146	34.3
Std 10/ Grade 12	424	660	966	15.5
Higher	245	291	338	5.4
TOTAL	5 469	6 022	6 249	

Distribution of the population aged 5-24 years by school attendance

	1996	2001	2011	
Attending	2 908	2 644	2 484	
Not Attending	1 393	1 485	1178	
	4 301	4 129	3662	

Ikwezi Local Municipality is plagued by poor education and low literacy levels. The StatsSA indicates that in 2011, 12.6% of the population over 19 years of age has not received any schooling, while 23.9% had some form of primary school education. Only 15.5% of the population has attained grade 12. A mere 5.4% of the population has attained a higher qualification.

In 2011 the academic achievements in Ikwezi was lower than Sarah Baartman District as a whole: the percentage of twenty years and older with pass rates in matric or higher is 20.9% in Ikwezi as compared to 28.7% for the district.

The Statistics South Africa Census of 2011 revealed that 67.8% of the municipality's population between the ages of 5 and 24 years are attending some form of education institution.

Table 16: Education Facilities

LOCATION	PRIMARY SCHOOL	SECONDARY SCHOOL
Jansenville	Jansenville (Ward 2)	Jansenville (Ward 1)
Jansenville		Gcinubuzwe Combined (Ward 2)
Klipplaat	Hobson Khanyisa (Ward 3)	Klipplaat (Ward 4)
Klipplaat	Brandovale (Ward 3)	
Waterford (Farm School)	Toekomst Primary	
Wolwefontein	Wolwefontein Primary	
TOTAL	5	3

Eight education facilities are located in Ikwezi. There appears to be an adequate number of education facilities in the municipal area which suggest that the pass rate will not necessarily improve with the provision of additional schools.

1.3 SPATIAL ANALYSIS: IKWEZI LOCAL MUNICIPALITY

The Local Government: Municipal Systems Act makes provision for the revision of the Spatial Development Framework (SDF). The Ikwezi Spatial Development Framework (2006/2007) was reviewed in June 2013 and adopted by Council.

For ease of reference it was decided to summarise and lift issues of importance from the SDF 2013 and Biodiversity Sector Plan 2012 to enable readers of the IDP to get an overview of the development dimensions that must be considered when planning.

1.3.1 LEGAL STATUS AND POLICY FRAMEWORK

The Spatial Development Framework is a statutory plan, which reflects the spatial values, principles and proposals according to the future development policies and direction envisaged by the communities residing within the municipality. This spatial reflection of the IDP represents an important social compact which should be paramount in assessing where development should be permitted, or not permitted, in any area of the municipality.

1.3.2 SDF METHODOLOGY

The principles for strategic planning, land use management, rural development and urban restructuring as documented in the listed National, Provincial and Local Policies, Plans and legislative directives below, were taken into account when the Ikwezi SDF was developed:

- NSDP Growth and Development Objectives
- NSDP Principles
- DFA Principles
- SPLUMB Development Principles
- SBDM SDF 2006 and
- SDFs of adjoining local municipalities

Although the SBDM SDF was under review in 2012, it is expected that the spatial rationale and land use management proposals of the 2006 SDF will significantly change to be aligned with the PSDP, but the fundamental principles are still valid for the purpose of formulating Municipal SDF's.

The Ikwezi SDF methodology is based on the National Guidelines for the Development of Spatial Development Framework (NGDSDF) (Version 8): Department of Rural Development & Land Reform. The spatial vision, principles and goals are guided by and aligned with various National, Provincial and Local informants. Key Provincial Spatial planning informants are the Provincial Growth and Development Plan (PGDP) and the Provincial Spatial Development Plan (PSDP) as these guidelines outline the development vision for the Province, including spatial development principles and objectives for implementation on Provincial, District and Local levels.

1.3.3 SDF ALIGNMENT

The Department of Local Government and Traditional Affairs, with the assistance of UN-Habitat, undertook the Review of the Eastern Cape Provincial Spatial Development Plan (ECPSDP) in 2010. The Review considered issues such as clustering of opportunities in nodes and development corridors to achieve areas of shared impact. It also takes into account the environmental potential, and characteristics, economic attributes, migration trends and the impact of climate change on development.

The Provincial Spatial Development Plan links implementation to the seven (7) pillars outlined hereunder. The Ikwezi SDF visioning, analysis and implementation strategies are also being outlined on these pillars, to ensure alignment and integration.

Pillar 1: Environment Pillar

2: Human Settlement Pillar

3: Rural development

Pillar 4: Infrastructure

Pillar 5: Economic development

Pillar 6: Human resource development

Pillar 7: Governance

The PSDP highlights key spatial development issues which ultimately informs and guides the approach to managing spatial development. The premise of this approach is to ensure the optimal arrangement of settlements in a space where access to service and/ or resources is provided in a settlement equitably in balance with the level of services and/ or resources provided there. The following principles of spatial management are adopted for Ikwezi.

- Focus of investment in existing rural settlements, villages and towns according to available resources and development priorities.
- Reinforce development nodes and development areas through channels of opportunity and bulk infrastructure.
- Focus on economic upliftment and employment creation through LED, agriculture, SMME's and industrial programmes.

The Ikwezi IDP identified priorities and strategic objectives to promote job creation, sustainable employment and infrastructure development and maintenance. These are:

Priority 1: Local Economic Development and Creation of jobs

Priority 2: Rural Economic Development

Priority 3: Infrastructure Development

Priority 4: Institutional Development

Priority 5: Community Empowerment and Skills Development

1.3.4 STUDY AREA – IKWEZI LOCAL MUNICIPAL AREA

The Ikwezi Local Municipality situated in the Eastern Cape Province is one of the 9 Local Municipalities located with the Sarah Baartman District Municipal area. The Municipality comprises of 456 272ha and is characterised by large rural areas with population densities and two relatively small urban nodes. Jansenville (main town and administrative centre) and Klipplaar are urban areas, with smaller rural settlements, i.e. Waterford and Wolwefontein.

The Ikwezi Municipal area comprises of a diverse mix of land uses, urban areas and rural nodes. The main land users include:

- Addo Elephant National Park and Darlington Dam, including the rural node of Waterford towards the east.
- Large commercial stock farms and conservation areas.
- Urban settlements of Jansenville and Klipplaar and the rural settlements of Wolwefontein.

The majority of the population is located within the areas, given the possibilities for job opportunities in these areas.

1.3.4.1 SETTLEMENT PATTERN AND HIERARCHY

PRIMARY NODE	JANSENVILLE	
A larger urban area with strong administrative financial and residential functions and components. Infrastructure is relatively well developed with supporting social facilities and amenities. Future growth and investment should generally be prioritized in this node, based on growth potential and potential to support local economic development.		
SECONDARY NODE	KLIPLAAR	-
This node has a smaller administrative, financial and service function. Although it supports a strong residential component, service delivery to the surrounding rural areas plays a lesser role. Investment and development of this node should be carefully considered and aimed at the provision of basic service delivery and infrastructure to its residents.		
RURAL NODE	WOLWEFONTEIN WATERFORD	-
A very small population component with little or no service. Rural nodes can fulfill an important function if carefully assessed and investigated prior to large scale investment.		

Table 1: Nodes

1.3.4.2 KEY TRANSPORTATION CORRIDORS

Key transportation and accessibility corridors in the study area include:

- R75 between Wolwefontein, Jansenville and Graaff Reinet
- R337 road link between Jansenville and Klipplaat
- R400 between Jansenville and Waterford

The study area is easily accessible and provides the gateway to the western and northern portions of the Eastern Cape from the Nelson Mandela Bay Metropolitan Municipality.

1.3.4.3 SPATIAL VISION

Based on the Ikwezi Municipality vision, IDP priorities, objectives and strategies, the Spatial Development Framework vision for the Ikwezi Municipality incorporates key principles relating to the following:

- Ensure that all planning and developing is based on the principles of integration and sustainability to ensure socio economic upliftment of the relevant communities within Ikwezi Municipality.
- Provision of land for the expansion of residential areas and non-residential land uses to ensure economic growth and upliftment.
- Support and promote expansion of commonages and land reform within greater Ikwezi

The spatial analysis of the study area represents an overall spatial picture of the Municipality, the current situation, patterns and trends within the Municipality and quantifies specific needs and capacities.



The residential component comprises of approximately 289 sites in the lower density area (less than 10 units per hectare) and approximately 970 residential sites at densities above 10 units per hectare.



1.4.2 KLIPPLAAT EXISTING SPATIAL FORM

The spatial form of Klipplaat is dominated by railway lines, shunting yards and works. Together the three secondary roads provide access to PE via Baroe, Jansenville and Aberdeen. The railway lines also divide Klipplaat into distinct ward based suburbs.

The town is bordered to the east and west by a drainage system which forms the primary component of the towns open space system and drains into the Heuningklip River flowing to the south of Klipplaat.

The town comprises of approximately 1165 residential sites at a density of >10 units per hectare.



1.4.3 WATERFORD EXISTING SPATIAL FORM

Waterford is located south east of Jansenville, near to the Darlington Dam. The Sundays River forms the northern boundary of the node and various erven have been surveyed on its banks. The node is bordered in the south by the R400 which provides access to the Darlington Dam. The majority of the properties are privately owned and approximately 70% of the plots in Waterford are vacant. The decline in the agricultural based economy and depopulation of the rural area has led to the demise of this node. All that remains of the once thriving rural node is a few inhabited residential houses, the majority of which is located to the west of the Dutch Reform Church. The church is a prominent old building and is still in a functional state.



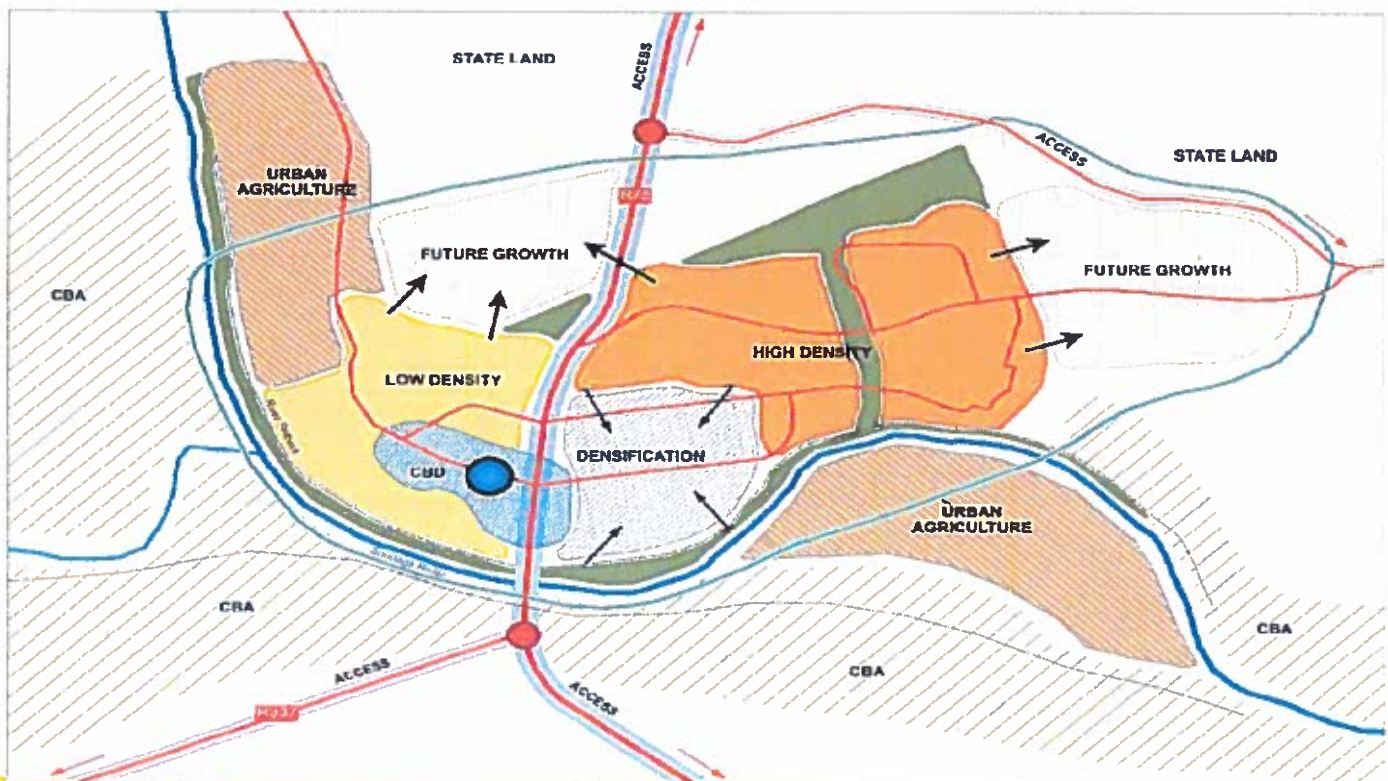
1.4.4 LAND OWNERSHIP

A basic analysis was conducted for larger land parcels in and around the urban areas to determine land ownership and it was noted that very little land is available in and around the main urban areas within Ikwezi and ownership by the Municipality. Therefore, the general objective is that future development (expansion of existing towns) will have to take place on land currently owned by private individuals. This implies lengthy land acquisition processes and the numerous difficulties associated with private land acquisition. The Spatial Development Framework's objective is to identify land for future expansion, based on the creation of well-designed and integrated urban settlements. This is done notwithstanding land ownership. **Diagrams are provided in the SDF that gives an indication of land owned by the Municipality, privately owned or state owned land can found in the Chapter 3 paragraph 3.2 of the SDF.**

1.5 CONCEPTUAL FRAMEWORK – IKWEZI LOCAL MUNICIPAL AREA

1.5.1 JANSENVILLE CONCEPTUAL FRAMEWORK

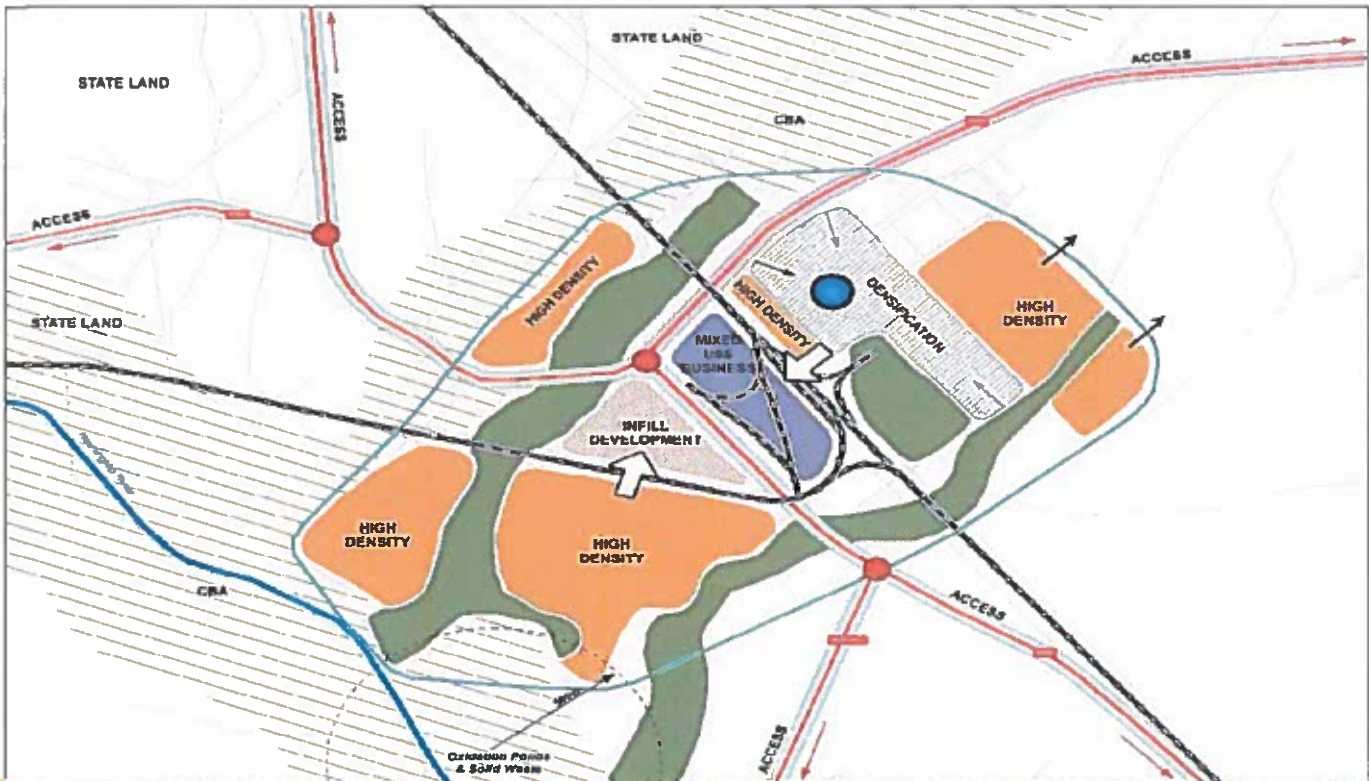
The Conceptual Framework is a broad outline and possible development pattern for the Ikwezi nodal settlements and rural area. The conceptual framework is based on input through the analysis, meeting the development goals and objectives, taking into account the normative principles and the structuring elements.



STRATEGIES

- Strengthening and expansion of the Central Business District as a key commercial node.
- Improve business visibility and interaction along the R75 as a key accessibility route.
- Promote and support residential densification in the Jansenville east area and maintain residential densities in the area towards Phumlani and Brickfields.
- Carefully consider future expansion and ensure urban integration and the prevention of urban sprawl.
- Future growth areas to the east of Phumlani and Dry and north of Jansenville west, west of the R75.
- Integration should be promoted through the prioritised development of the area north of Jansenville west.
- Ensure setbacks along the Sundays River through flood line management and avoid development south of the Sundays River to minimise service cost implications.
- Maintain a well-defined road hierarchy and internal reticulation system.
- The identification of various municipal owned lands for institutional purposes should be accessed and used for non-residential community and support facilities.

1.5.2 KLIPLAAT CONCEPTUAL FRAMEWORK



STRATEGIES

- Maintain upgrade and promote main access corridors, i.e. R338, R337 and existing rail Infrastructure as a key catalyst for future economic development and support.
- Promote integration of Klipplaat town, Wongalethu and Princevale areas through special development initiatives through releases of Spoornet land and precincts.
- Strengthen urban growth and revitalisation through establishment of business node in Klipplaat town and Wongalethu, these on main access routes and nodal points.
- Promote densification and revitalisation in Klipplaat town area.
- Possible infill development and densification towards SAPS and lower precincts areas.
- Protect and preserve open space systems, critical bio diversity area and heritage resources.
- Maintain the urban edge and carefully consider future residential expansion, north of Dan Sandi.

1.5.3 WATERFORD CONCEPTUAL FRAMEWORK



CHAPTER 2: GOVERNANCE

Good governance has 8 major characteristics. It is participatory, consensus orientated, accountable, transparent, responsive, effective, equitable, inclusive and follows the rule of law. It ensures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

2.1 NATIONAL KEY PERFORMANCE INDICATORS – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal planning and the Performance Management Regulations 2001 and Section 43 of the MSA. This Key Performance Indicator is linked to the National Key Performance Area – Good Governance and Public Participation.

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2012/13	2013/14	2014/15
Good Governance and Public Participation The percentage of a municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of the Integrated Development Plan.	11	11	7

Table 1: National KPIs – Good Governance and Public Participation Performance

2.2 PERFORMANCE HIGHLIGHTS – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

HIGHLIGHTS	DESCRIPTION
Effective Audit Committee	The Committee set once and perused the financial statement and made recommendations to the Municipal Council.
Effective Ward Committees	All four ward committees meet monthly and make recommendations to Council to influence the budget and the IDP. Forty ward committee members were trained during the 2014/2015 financial year.
Implementation of Customer Care Facility	Plans are in place to operationalize a customer care desk, to address concerns of the community as a whole.

Table 2: Good Governance and Public Participation Performance Highlights

2.3 CHALLENGES – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

DESCRIPTION	ACTIONS TO ADDRESS
More representative Ward Committees	A revised Ward Committee Policy will be submitted to Council in the 2015/2016 Financial year.
Administrative Law Training	The administrative leadership is operating with only 33% of their potential decision making workforce. The DLGTA is supporting the municipalities in areas where capacity is limited. Ikwezi Local Municipality must compile all its by-laws in the Municipal Code.

Table 3: Good Governance and Public Participation Challenges

2.4 GOVERNANCE STRUCTURE

2.4.1 POLITICAL GOVERNANCE STRUCTURE

The council performs both the legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Mayor. Their primary role is to debate issues publicly and facilitate political debate and discussion. Apart from their functions as decision makers, Councillors are also actively involved in community work and the various social programmes in the municipal area.

A) COUNCIL

Ikwezi Local Municipality is a Plenary Type and is made up of seven councillors, five councillors drawn from the ruling party, namely the ANC.

Below is the table that categorises the councillors within their specific political parties and wards :

NAME OF COUNCILLOR	CAPACITY	POLITICAL PARTY	WARD REPRESENTING OR PROPORTIONAL	GENDER
Cllr. S. Mngwevu	Mayor/Speaker	ANC	PR	Male
Cllr. K. Hendricks	Councillor	ANC	Ward 1	Female
Cllr. A. Mboneni	Councillor	ANC	Ward 2	Male
Cllr. L. Ntame	Councillor	ANC	Ward 3	Male
Cllr. M. Bornaparte	Councillor	ANC	Ward 4	Female
Cllr. W. Seekoei	Councillor	DA	PR	Male
Cllr. J. Lewis	Councillor	DA	PR	Male

Table 4: Council until 7 May 2011

The newly elected Ikwezi Local Municipal Council is comprised of seven councillors, including four Ward councillors and three Proportional Representation councillors. Ikwezi Local Municipality is a Plenary Type. Ikwezi Municipality has the following section 79 Committees:

1. Infrastructure & Community Development
2. Strategic Support
3. Finance & Administration

Below is a table that categorised the councillors within their specific political parties and wards after 7 May 2011:

NAME OF COUNCILOR	CAPACITY	POLITICAL PARTY	WARD REPRESENTING OR PROPORTIONAL	GENDER
Cllr. S Mngwevu	Mayor/Speaker	ANC	PR	Male
Cllr. K. Hendricks	Councillor	ANC	Ward 1	Female
Cllr. A. Mboneni	Councillor	ANC	Ward 2	Male
Cllr. L. Ntame	Councillor	ANC	Ward 3	Male
Cllr. M. Bonaparte	Councillor	ANC	Ward 4	Female
Cllr. W. Seekoei	Councillor	DA	PR	Male
Cllr. J. Lewis	Councillor	DA	PR	Male

Table 5: Council after 07 May 2011

Below is the table which indicates the council meeting attendance for the 2014/15 financial year.

MEETING DATES	COUNCIL MEETING ATTENDANCE	APOLOGIES FOR NON-ATTENDANCE
28 August 2014 (Ordinary Council)	7 Councillors and management	
October 2014 (Special Council)	7 Councillors	
09 December 2014 (Special Council)	6 Councillors	Attending classes (01 Councillor)
30 January 2015 (Ordinary Council)	6 Councillors	
31 March 2015 (Ordinary Council)	7 Councillors	
29 May 2015 (Ordinary Council)	6 Councillors	

Table 6: Council meetings

B) PLENARY SYSTEM

Ikwezi Local Municipality is a Plenary System where the speaker serves as the Mayor. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Honourable Mayor, delegated by the Council, as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Honourable Mayor operates in alignment with the plenary system.

The name and portfolio of each Member of the Portfolio Committee is listed in the table below.

NAME OF MEMBER	CAPACITY
Cllr Hendricks	Financial and Administration
Cllr Ntame	Strategic Planning
Cllr Mboneni	Infrastructure and community services

Table 7: Mayoral Committee

The name of the portfolio of each member of the Portfolio Committee is listed in the table below for the period:

NAME OF MEMBER	CAPACITY
Cllr Hendricks	Financial and Administration
Cllr Ntame	Strategic Planning
Cllr Mboneni	Infrastructure and community service

Table 8: Portfolio Committees

The table below indicates the dates of the Committee meetings and the number of reports submitted to Council for the financial year.

MEETING DATES	NUMBER OF REPORTS SUBMITTED TO COUNCIL
22 February 2015	0 – Preparation for the IDP Representative Forum
11 March 2015	0 – Majority Sector Heads unable to confirm final projections or budget allocations.
24 March 2015	0 – Majority Sector Heads unable to confirm final projections or budget allocations.
31 March 2015	1 (IDP & Draft SDBIP)

Table 9: Committee meetings

2.4.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

The Municipal Manager is the head of the administration, and primarily has to serve as a chief custodian of service delivery and implementation of political priorities. The Municipal Manager is assisted by directors, which constitutes the Management Team, whose structure is outlined in the table below:

NAME OF OFFICIAL	DERPARTMENT	PERFORMANCE AGREEMENT SIGNED
		(YES/NO)
Mr. T. Gutas	Municipal Manager	No (on suspension)
Ms D. Sauls	Chief Financial Officer	Yes
Mrs M. Mpahlwa	Director of Strategic Support	Yes
Mr. Z. Nongene	Director of Infrastructure and Community Development	Yes

Table 10: Administrative Governance Structure.

2.5 PUBLIC ACCOUNTABILITY

Section 16 of the Municipal Systems Act (MSA) refers specifically to the development of a culture of community participation within municipalities. It states that a municipality must develop a culture of municipal governance that compliments formal representatives of government with a system of participatory governance. For this purpose it must encourage and create conditions for the local community to participate in the affairs of the community. Such participation is required in terms of:

- The preparation, implementation and review of the IDP;
- Establishment, implementation and review of the Performance Management System;
- Monitoring and review of the performance, including the outcomes and impact of such performance; and
- Preparation of the Municipal Budget.

2.5.1 WARD COMMITTEES

The ward committees supports the Ward Councillor who receives support on development, participates in development planning processes, and facilitates wider community participation. To this end, the Municipality constantly strives to ensure that all ward committees function optimally with community information provision, convening of meetings, ward planning, service delivery, and IDP formulation and performance feedback to communities. The municipality has taken the lead in establishing operational ward committees in all four wards.

Members were elected through a nomination process by community members residing in Wards and appointed by council. The Ward councillors are the Chairpersons of the various Ward Committees. Open communication channels and interaction exist between the Ward Committee members, the various municipal organisational structures and other interested non-governmental bodies in the Ikwezi municipal area.

The tables furnished below indicate the respective ward committee membership and the dates on which ward committee meetings were scheduled during 2014/15.

WARD 1: Jansenville, Waterford, Farms

NAME OF REPRESENTATIVES	CAPACITY REPRESENTING	DATES OF MONTHLY PUBLIC WARD MEETINGS HELD DURING THE YEAR
Cllr. K Hendricks	Chairperson	September 2014
		11 March 2015
		20 April 2015
		18 May 2015

Table 11: Ward 1 committee Meetings

WARD 2: Phumlani

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	DATES OF MONTHS PUBLIC WARD MEETINGS HELD DURING THE YEAR
Cllr. A. Mboneni	Chairperson	22 February 2015
		11 March 2015
		24 March 2015
		25 March 2015
		31 March 2015

Table 12: Ward 2 Committee Meetings

WARD 3: Wongalethu, Farms

NAME OF REPRESENTATIVE	CAPACITY REPRESENTING	DATES OF MONTHS PUBLIC WARD MEETINGS HELD DURING THE YEAR
Cllr. L. Ntame	Chairperson	22 February 2015
		11 March 2015
		24 March 2015
		25 March 2015
		31 March 2015

Table13: Ward 3 Committee Meetings

WARD 4: Klipplaat, Dan Sandi, Wolwefontein, Farms

NAME OF REPRESENTATIVE	CAPACITY REPRESENTED	DATES OF MONTHLY WARD MEETINGS HELD DURING THE YEAR
Cllr. M. Bonaparte	Chairperson	22 February 2015
		11 March 2015
		24 March 2015
		25 March 2015
		31 March 2015

Table14: Ward 4 Committee Meetings

2.5.2 FUNCTIONALITY OF WARD COMMITTEES

The purpose of a ward committee is:

- To get better participation from the community to inform council decisions;
- To make sure that there is more effective communication between the council and the community; and
- To assist the ward councillor with consultation and report-back to the community.

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councillor serves on the ward committee and act as the chairperson. Although ward committees have no formal powers, they advise the ward councillors, who make specific submissions directly to council. These committees play an important role in the development and annual revision of the Integrated Development Plan of the area.

There are critical vacancies that have never been budgeted for and it exposes and/or restricts progress of the Ikwezi Local Municipality in certain aspects. The approval and filling of vacancies can be requested by line managers to ensure that all candidates are selected objectively and on merit and to attract and retain the interest of suitable candidates and to project a positive image of the municipality to outsiders.

Transport is provided, where necessary, to ward committee members to attend Ward committee meetings and functions where public participation, through the Ward Committee system is required.

Venues have been established for the Ward meetings, and support personnel. Ikwezi Local Municipality has successfully supported the Ward Committee Members with office space and basic operational equipment. Ward Committee Members also attended the IDP Representative Forum meeting held in Jansenville on 11th March 2015 to discuss ward projects, but was not finalised as the majority of Sector Departments were not able to confirm Final Project or Budget allocations. A further Strategic Session was held on the 24th and 25th of March 2014 to accelerate planning activities. The Draft IDP was tabled to Council for consideration on 31 March 2015.

A stipend of R500 per month has been approved for all ward committee members, provided that they attend at least one ward committee meeting per month as part of their participatory functions as ward committee members.

The table below provides information on the establishment of Ward Committees and their functionality.

WARD NUMBER	COMMITTEE ESTABLISHED (YES/NO)	NUMBER OF REPORTS SUBMITTED TO THE SPEAKERS OFFICE	NUMBER OF MEETINGS HELD DURING THE YEAR	COMMITTEE FUNCTIONING EFFECTIVELY (YES/NO)	ACTIONS TO ADDRESS
1	YES		4	YES	<ul style="list-style-type: none"> -Mobilize the Community to participate in the IDP and budget process. -Create a formal communication channel -Promote co-operative partnerships between the community and Ikwezi Local Municipality - Track the implementations of projects, monitor and evaluate their outcomes. -Adequate Infrastructure to Ward Councillors and strengthening of Ward Committees.
2	YES		4	YES	
3	YES		4	YES	
4	YES		4	YES	

Table 15: functioning of Ward Committees

2.5.3 REPRESENTATIVE FORUMS

A) LABOUR FORUM

The table below specifies the members of the Labour forum for 2014/2015 financial year:
THE LABOUR FORUM NEEDS TO BE REVIVED AND IS CURRENTLY BEING ADDRESSED.

NAME OF REPRESENTATIVE	CAPACITY	MEETING DATES
Mr. Damane	SAMWU : Shop steward	
Mr. Makapela	SAMWU	
Ms Dlamini	SAMWU	
Mrs Mpahlwa	Employer	
Clr Lewis	Employer	
Clr Ntame	Employer	

Table 16: Labour Forum

C) IDP FORUM

NAME OF REPRESENTATIVE	CAPACITY	MEETING DATES
Mr. T. Nkila	Acting Municipal Manager	12 March 2015
Mrs D. Sauls	Chief Financial Officer	31 March 2015
Mrs M. Mpahlwa	Director of Strategic Support	31 March 2015
Mr. Z. Nongene	Director of Infrastructure and Community Development	31 March 2015

Table 17: IDP Forum

2.6 CORPORATIVE GOVERNANCE

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the institution is governed.

2.6.1 ANTI-CORPORATION AND ANTI-FRAUD

Section 83 (C) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the Municipal Finance Management Act (MFMA), Section 112 (1) (m) (i) identify supply chain measure to be enforced to combat fraud and corruption, favouritism and unfair irregular practices. Section 115 (1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties are in place in a supply chain management system to minimize the likelihood of corruption and fraud.

A) DEVELOPED STRATEGIES

NAME OF STRATEGY	DEVELOPED (YES/NO)	DATE ADOPTED/RECEIVED
Anti-corruption strategy	Yes	2013
Fraud prevention strategy	Yes	2013

Table18: Strategies

2.6.2 AUDIT COMMITTEE/S

Section (166) (2) of the MFMA states that and audit committee is an independent advisory body which must (a) advise the municipal council, the political office bearers, the accounting officer and the management staff of the municipality, on matters relating to :

- Internal financial control
- Risk management
- Performance Management
- Effective Governance

A) FUNCTIONS OF THE AUDIT COMMITTEE

The council decided that the Audit Committee will also act as the Performance Committee.

The Audit Committee has the following main functions as prescribed in section 166 (2) (a-e) of the Municipal Financial Management Act, 2003 and the Local Government Municipal and Performance Management Regulations:

- To advise the Council on all matters related to compliance and effective governance.
- To review the annual financial statements to provide council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual DoRA and other applicable legislation.
- Respond to the council on any issues raised by the Auditor-General in the audit report.
- Carry out investigations into the financial affairs of the municipality as council may request.
- To review the quarterly reports submitted to it by the internal audit.
- To evaluate audit reports pertaining to financial, administrative and technical systems.
- To evaluate the compliance to existing policies and relevant legislation.
- To review the performance management system and make recommendations in this regard to Council.
- To assess whether the performance indicators are sufficient.
- To identify major risks to which Council is exposed and determine the extent to which risks have been minimized.
- To review the annual report of the municipality.
- Investigating cases of fraud, misbehavior and conflict of interest involving employees.
- Review the plans of the internal Audit function and in so doing, ensure that the plan addresses the high-risk areas and that adequate resource are available.
- Review Audit results and action plans implemented by management.
- Provide support to the Internal Audit function.
- Ensure that no restrictions or limitations are placed on the Internal Audit section.

B) MEMBERS OF THE AUDIT COMMITTEE

NAME OF REPRESENTATIVE	CAPACITY	MEETING DATES
Mr. T. Gutas	Municipal Manager	26 November 2015
Mrs D. Sauls	Chief Financial Officer	26 June 2015
Mrs M. Mpahlwa	Director of Strategic Support	26 June 2015
Mr. Z. Nongene	Director of Infrastructure and Community Development	26 June 2014

Table19: Members of the Audit Committee

2.6.3 INTERNAL AUDITING

Section 165 (2) (a), (b) (iv) of the MFMA requires that:

The internal audit unit of a municipality must-

- (a) Prepare a risk based audit plan and an internal audit program for each financial year; and
- (b) Advise the accounting officer and report to the audit committee on the implementation on the internal audit plan and matters relating to ;
 - (i) Internal audit;
 - (ii) Internal control;
 - (iii) accounting procedures and practices;
 - (iv) risk and risk management;
 - (v) performance management;
 - (vi) loss control; and
 - (vii) compliance with this Act, the annual Division of Revenue Act and any other legislation; and
- (c) Performance other duties as may be assigned to it by the accounting officer.

Annual Audit Plan

The Risk Based Audit Plan for 2014/15 was implemented 75% with available resources. The table below provides detail on audits complete:

DESCRIPTION			NO OF DAYS	DATES COMPLETED
PHASE 1				
Revisiting current risk profile and priorities			30	26 June 2015
Pro Audit Process Inputs			15	
PHASE 2				
Compiling Risk Based Audit Plan			5	26 June 2015
PHASE 3				
AUDIT ENGAGEMENT	DEPARTMENTAL SYSTEM	DETAIL	NO OF DAYS	DATE COMPLETED
FINANCE	Supply management Chain	Procurement Process	80	26 June 2015
		Emergency Procurement	70	
CORPORATE SERVICES	Human Resource	Recruitment and Selection	100	
	Human Resource	Personnel Files	80	26 June 2015
TRAINING CPD			10	26 June 2015

Table 20: Annual audit plan

Below are the functions of the Internal Audit Unit that was performed during the financial year under review:

FUNCTION	DATE/NUMBER
Risk analysis completed/reviewed	July 2014
Risk based audit plan approved for 2013/14 financial year	July 2014
Internal audit programme drafted and approved	August 2014
Number of audits conducted and reported on	
AUDIT REPORTS INCLUDED THE FOLLOWING KEY FOCUS AREAS:	
Internal controls	
Accounting procedures and practices	
Risk and risk management	
Performance management	
Loss control	
Compliance with the MFMA and other legislation	

Table 21: Internal Audit Functions

The Internal Audit was non-functional. The contract with KPMG ended in June 2014, and due to the financial constraints of the municipality, Council could not continue to retain them.

2.6.4 AUDITOR GENERAL

Ikwezi Local Municipality was audited by the Auditor-General of South Africa in terms of section 188 of the Constitution and section 4 of the public Audit Act and section 126 of the MFMA and the audit report for the financial year under review is in Annexure B of the report. An action plan was drawn up on the audit outcomes and Ikwezi Local municipality is currently in the implementation phase to ensure that the shortfalls are addressed and that all relevant procedures have been put in place to improve the 2013/2014 audit.

2.6.5 BY-LAW AND POLICIES

Section 11 of the MSA gives municipal Council the executive and legislation authority to pass and implement by-law and policies.

Below is a list of all the by-laws develop and reviewed during the 2012/2013 financial year. No new by-laws were developed or reviewed during the 2013/14 financial year:

BY-LAWS DEVELOPED/REVISED	PUBLIC PARTICIPATION CONDUCTED PRIOR TO ADOPTED OF BY-LAWS (YES/NO)
Outdoor Advertising & Signage	Yes
Community Fire Services	Yes
Electricity Supply	Yes
Fences and Fencing by-Laws	Yes
Impoundment of Animals	Yes
Storm water Management	Yes
Liquor Trading Hour	Yes
Public Amenities	Yes
Solid Waste Disposal	Yes
Street Trading	Yes
Water Supply and Sanitation Services	Yes
Draft By-law relating to Standing Rules and Order of Council.	Yes

Table22: By-laws

POLICIES DEVELOPED/REVISED	PUBLIC PARTICIPATION CONDUCTED PRIOR TO ADOPTION OF POLICY (YES/NO)
HIV/AIDS Policy	Yes
Overtime: Policy and control	Yes
Promotion and Transfer	Yes
Recruitment and selection Policy	Yes
Succession planning	Yes
Training and Development	Yes
Attendance and development policy	Yes
Employment equity Policy	No
Staff retention Policy	No

Table 23: Policies

2.6.6 COMMUNICATION

Local government has a legal obligation and a political responsibility to ensure regular and effective communication with the community. The Constitution of the Republic of South Africa Act 1996 and other statutory enactments all impose an obligation on local government communicators and require high levels of transparency, accountability, openness, democracy and direct communication with the communities to improve the lives of all.

The communities, on the other hand, have a right and responsibility to participate in local government affairs and decision-making and ample provision is made in the abovementioned legislation for them to exercise their right in this respect

Below is a communication checklist of the compliance to the communication requirements

COMMUNICATION ACTIVITIES	YES/NO
Communication unit	Yes
Communication strategy	Yes
Communication Policy	Yes
Customer satisfaction surveys	No
Function complaint management system	Yes
Newsletters distributed at least quarterly	No

Table 24: Communication Activities

2.6.7 WEBSITES

A municipal website should be an integral part of a municipality's communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance. Section 75 of the MFMA requires that the municipalities place key documents and information on their website, including the IDP, the annual budget, adjustments budgets and budget related documents and policies.

Below is a website checklist to indicate the compliance to Section 75 of the MFMA:

DOCUMENTS PUBLISHED	YES OR NO
Current annual and adjustments budgets and all budget-related documents	Yes
Budget implementation policy: Tariff policy	Yes
Budget implementation policy: Rates policy	Yes
Budget implementation policy: SCM policy	Yes
Annual report 2013/14	No
All service delivery agreements for 2013/14	Yes
All long-term borrowing contracts above the prescribed value for 2013/14	No
All supply chain management contracts above the prescribed value for 2013/14	Yes
Information statement containing a list of assets over a prescribed that have been disposed of in terms of section 14(2) or (4) of the MFMA during 2013/14	Yes
Contracts agreed in 10/11 to which subsection (1) of section 33 of the MFMA apply, subject to subjection (3) of that section.	Yes
Public-private partnership agreements referred to in section 120 of the MFMA made in 2013/14	Yes
All quarterly reports tabled in the council in terms of section 52 (d) of the MFMA during 2013/14	Yes

Table25: Website Checklist

CHAPTER 3: ORGANISATIONAL DEVELOPMENT PERFORMANCE

3.1. NATIONAL KEY PERFORMANCE-MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001 and section 43 of the MSA. These key performance indicators are linked to the National Key Performance Area – Municipal Transformation and Organizational Development.

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2012/13	2013/14	2014/15
<u>Municipal Transformation and Organizational Development</u>			
The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan.	The appointment of the MM (Mr. Gutas) and the appointment of the Legal Advisor (Ms. C. Williams). Appointment of Director: Strategic Support.	The appointment of the Chief Financial Officer (Ms. Sauls)	The reappointment of the Director Infrastructure (Mr. Nongene)
The percentage of a municipality's budget actual spent implementing its workplace skills plan.	100%	60%(overspent)	26.28%

Table 1: National KPI's – Municipal Transformation and Organisational Development

3.2. PERFORMANCE HIGHLIGHTS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

HIGHLIGHT	DESCRIPTION
Internship Programme FET Learnership Youth on Waste Programme	Interns were engaged to gain work experience to access job opportunities.

Table 2: Performance Highlights – Municipal Transformation and Organisational Development

3.3. CHALLENGES – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

CHALLENGE	ACTION TO ADDRESS
<ul style="list-style-type: none"> - Balancing of equity (female vs. males) - Disabled staff - Talent Management - Unattractive salary packages 	<ul style="list-style-type: none"> - Specification on ad whether female or male - Insert a clause in an advert to accept people with disabilities - Finalization of job evaluation process - To review the retention strategy; i.e. to have attractive packages in conjunction with binding contracts (clause)

Table 3: Challenges – Transformation and Organisational Development

3.4. INTRODUCTION TO THE MUNICIPAL WORKFORCE

Ikwezi Local Municipality currently employs 102 officials, who individually and collectively contribute to the Municipality's objectives. The primary objective of Human Resources Management is to render an innovative HR service that addresses both skills development and an administrative function.

3.4.1. EMPLOYMENT EQUITY

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicator also refers to: "Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan."

WORKFORCE PROFILE

1.1 Please report the total number of employees (including employees with disabilities) in each of the following

Occupational levels: Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational level	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	2	1	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	4	1	0	2	1	1	0	0	0	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	2	0	1	6	1	0	0	0	0	14
Semi-skilled and discretionary decision making	8	4	0	0	12	5	0	0	0	0	29
Unskilled and defined decision making	13	20	0	0	0	2	0	0	0	0	35
TOTAL PERMANENT	32	27	0	3	21	10	0	0	0	0	93
Temporary employees	13	8	0	0	2	2	0	0	0	0	25
GRAND TOTAL	45	35	0	3	23	12	0	0	0	0	118

1.2 Please report the total number of **employees with disabilities only** in each of the following occupational levels:
Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi- skilled and discretionary decision making	0	1	0	0	0	1	0	0	0	0	2
Unskilled and defined decision making	1	0	0	0	0	0	0	0	0	0	1
TOTAL PERMANENT	1	1	0	0	0	1	0	0	0	0	3
Temporary employees	1	0	0	0	0	1	0	0	0	0	2
GRAND TOTAL	2	1	0	0	0	2	0	0	0	0	5

WORKFORCE MOVEMENT

Recruitment

2.1 Please report the total number of new recruits, **including people with disabilities**. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	0	1	0	0	0	0	2
Professionally qualified and experienced specialists and mid-management	1	0	0	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	1	0	0	0	0	0	1
Semi- skilled and discretionary decision making	1	0	0	0	5	0	0	0	0	0	6
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	3	0	0	0	6	1	0	0	0	0	10
Temporary employees	7	2	0	0	0	2	0	0	0	0	11
GRAND TOTAL	10	2	0	0	6	3	0	0	0	0	21

Promotion

3.1 Please report the total number of promotions into each occupational level, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	1	0	0	0	0	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi- skilled and discretionary decision making	0	1	0	0	2	0	0	0	0	0	3
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	1	1	0	0	2	0	0	0	0	0	4
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	1	1	0	0	2	0	0	0	0	0	4

Termination

4.1 Please report the total number of terminations in each occupational level, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	1	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	0	0	0	0	1	0	0	0	0	0	1
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	1	0	0	0	0	0	2
Semi- skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	1	0	0	0	0	0	0	0	0	0	1
TOTAL PERMANENT	2	0	0	0	3	0	0	0	0	0	5
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	2	0	0	0	3	0	0	0	0	0	5

3.4.2 VACANCY RATE

The table below indicates the number of staff per level expressed as total positions and current vacancies express as full time staff equivalents:

Salary Level	Number of current critical vacancies	Number total posts as per organogram	Vacancy job title	Vacancies (as a proportion of total posts per category)
Municipal Manager	0	0	N/A	N/A
Chief Financial	0	0	N/A	N/A
Other Section 57 Managers	0	0	N/A	N/A
Senior management	1	1	Assistant Director Finance	1
Highly skilled	3	3	Clerk Committee	2
Total	4	4	-	3

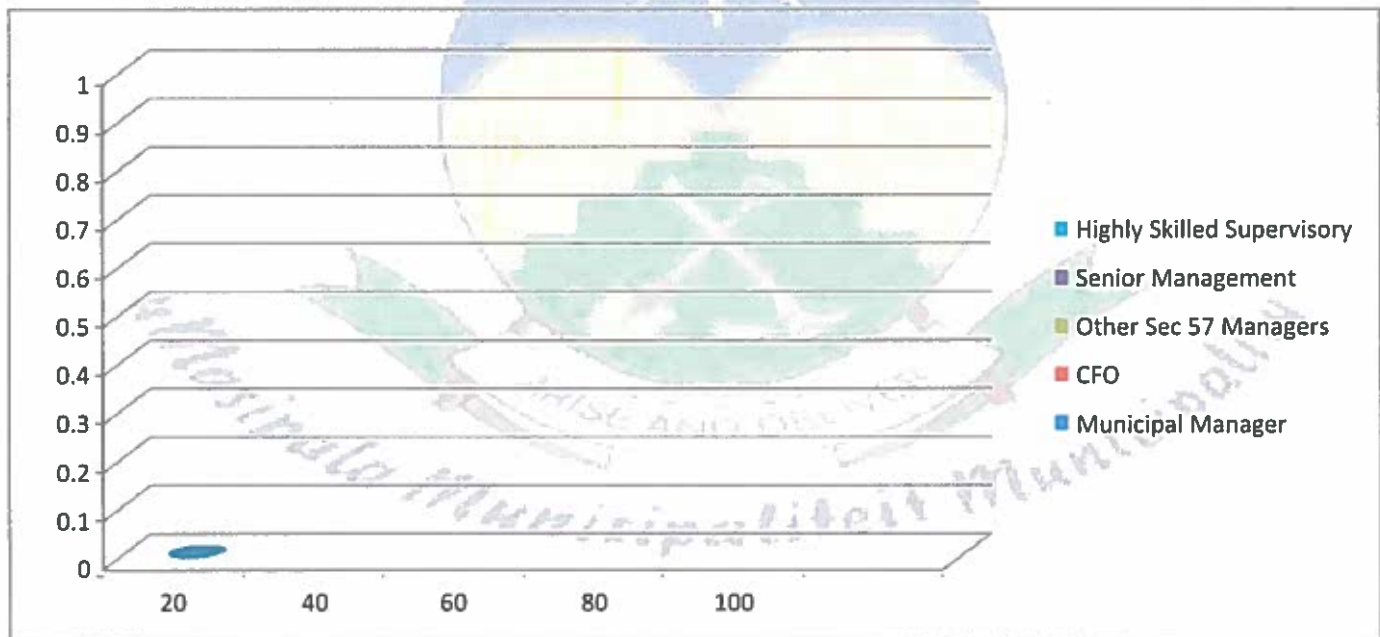


Table 11: Vacancy rate

The approved organogram for the municipality had 7 posts that were filled for the 2014/15 financial year. The actual positions filled are indicated in the tables below. 3 Posts were vacant at the end of 2014/15 financial year.

3.4.3 TURNOVER RATE

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organizational knowledge. Below is a table that shows the turnover rate within the municipality.

The table below indicates the turn-over rate over the last three years:

Financial year	Total no of filled posts at the end of each financial year	New appointments	No. terminations during the year	Turn-over Rate
2010/11				
2011/12				
2012/13	3	3	3	0 %
2013/14	14	14	7	50%

Table 12: Turnover rate

3.5. MANAGING THE MUNICIPAL WORKFORCE

Managing the municipal workforce refers to analysing and coordinating employee behaviour.

3.5.1 INJURIES

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

The injury rate over the last two financial years remains at 5 employees.

The table below indicates the total number of injuries within the different directorates:

Directorates	2012/13	2013/14	2014/15
Municipal manager's office	0	0	0
Corporate Services	0	0	0
Financial Services	0	0	0
Strategic Services	0	0	0
Municipal Services and Infrastructure Development		1	2
Community Services	0	0	0
Executive Mayor's office	0	0	0
Total	0	1	2

Table 13: Injuries

3.5.2. SICK LEAVE

The number of day's sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken.

The table below indicates the total number sick leave days within different directorates:

Department	2012/13	2013/14	2014/15
Municipal manager's office	80 days per annum	80 days per annum	80 days per annum
Corporate Services	80 days per annum	80 days per annum	80 days per annum
Financial Services	80 days per annum	80 days per annum	80 days per annum
Strategic Services	80 days per annum	80 days per annum	80 days per annum
Municipal Services and Infrastructure Development	80 days per annum	80 days per annum	80 days per annum
Community Services	80 days per annum	80 days per annum	80 days per annum
Executive Mayor's office	80 days per annum	80 days per annum	80 days per annum
Total	640 days per annum	640 days per annum	640 days per annum

Table 14: Sick Leave

3.5.3. HR POLICIES AND PLANS

Policies and plans provide guidance for fair and consistent staff treatment approach and a consistent approach to the managing staff.

The table below shows the HR policies and plans that are approved and that still needs to be developed.

Approved policies	
Name of policy	Date approved/revised
Recruitment and Selection Policy	2013
Employment Equity	July 2012
HIV/AIDS	2009
Overtime/Standby Policy	2009
Equity Plan Policy	2010
Health and Safety Policy	2009
Absenteeism	April 2009
Retention Strategy	April 2009
Succession	April 2009
Leave Policy	April 2009
Promotion of Access to Information Act	April 2009

Table 15: HR policies and plans

3.5.4. EMPLOYEE PERFORMANCE REWARDS

In accordance with regulation 32, a performance bonus, based on affordability, may be paid to an employee, after:

1. The annual report for the financial year under review has been tabled and adopted by the municipal council;
2. An evaluation of performance in accordance with the provisions of regulation 23; and
3. Approval of such evaluation by the municipal council as a reward for outstanding performance.

The evaluation of performance of Section 57 managers forms the basis for rewarding outstanding performance.

The table below shows the total number of Section 57 that received performance rewards:

Race	Gender	Number of beneficiaries	Total number of employees received performance rewards	% Employees received performance rewards
African	Female	0	0	0
	Male	0	0	0
Asian	Female	0	0	0
	Male	0	0	0
Coloured	Female	0	0	0
	Male	0	0	0
White	Female	0	0	0
	Male	0	0	0
Disability	Female	0	0	0
	Male	0	0	0
Total		0	0	0

Table 16: Performance Rewards

3.6. CAPACITATING THE MUNICIPAL WORKFORCE

Section 68(1) of the MSA states that municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

3.6.1. SKILLS MATRIX

The table below indicates the number of employees that received training in the year under review:

Management Level	Gender	Number of employees identified for training at start of the year	Number of Employees that received training
MM and S57	Female	2	1
	Male	1	0
Legislators, senior officials and managers	Female	0	0
	Male	0	0
Associate professionals and Technicians	Female	0	0
	Male	0	0
Professional	Female	0	0
	Male	0	0
Clerks	Female	11	11
	Male	4	4
Plant and machine operators and assemblers	Female	0	0
	Male	1	0
Elementary occupations	Female	0	0
	Male	0	0
Sub total	Female	13	13
	Male	6	6
Total		19	19

Table 17: Skills Matrix



3.6.2. SKILLS DEVELOPMENT – TRAINING PROVIDED

The Skills Development Act (1998) and the Municipal Systems Act, (2000), require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55(1)(f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

SKILLS DEVELOPMENT

Skills Development

5.1 Please report the total number of people including people with disabilities, who received training **ONLY** for the purpose of achieving the numerical goals, and not the number of training courses attended by individuals. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	1	0	0	0	0	0	0	0	1
Senior management	0	0	0	1	2	0	0	0	3
Professionally qualified and experienced specialists and mid- management	6	7	0	0	0	0	0	0	13
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	9	4	0	0	8	1	0	0	22
Semi- skilled and discretionary decision making	2	3	0	0	3	2	0	0	10
Unskilled and defined decision making	3	10	0	0	4	3	0	0	20
TOTAL PERMANENT	21	24	0	1	17	6	0	0	69
Temporary employees	0	0	0	0	0	0	0	0	0
GRAND TOTAL	21	24	0	1	17	6	0	0	69

IKWEZI LOCAL MUNICIPALITY - DRAFT ANNUAL REPORT 2014/2015

NUMERICAL GOALS & TARGETS

Numerical Goals

6.1 Please indicate the numerical goals as contained in the EE Plan (i.e. the entire workforce profile **including people with disabilities**) you project to achieve at the end of your current Employment Equity Plan in terms of occupational levels. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	2	1	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	4	1	0	2	1	1	0	0	0	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	2	0	1	6	1	0	0	0	0	14
Semi- skilled and discretionary decision making	8	5	0	0	12	6	0	0	0	0	31
Unskilled and defined decision making	14	20	0	0	0	2	0	0	0	0	36
TOTAL PERMANENT	33	28	0	3	21	11	0	0	0	0	96
Temporary employees	14	8	0	0	2	3	0	0	0	0	27

Numerical Targets

7.1 Please indicate the numerical targets as contained in the EE Plan (i.e. **with the workforce profile including people with disabilities**) you project to achieve at the end of the next reporting cycle, in terms of occupational levels. Note: cycle, in terms of occupational levels. A=Africans, C=Coloureds, I=Indians and W=Whites

	Male				Female				Foreign Nationals		
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	2	0	0	0	2	1	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	4	1	0	2	1	1	0	0	0	0	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	2	0	1	6	1	0	0	0	0	14
Semi- skilled and discretionary decision making	8	5	0	0	12	6	0	0	0	0	31
Unskilled and defined decision making	14	20	0	0	0	2	0	0	0	0	36
TOTAL PERMANENT	33	28	0	3	21	11	0	0	0	0	96
Temporary employees	14	8	0	0	2	3	0	0	0	0	27
GRAND TOTAL	47	36	0	3	23	14	0	0	0	0	123

IKWEZI LOCAL MUNICIPALITY - DRAFT ANNUAL REPORT 2014/2015
MONITORING & EVALUATION

Consultation

8.1 Please indicate below the stakeholders that were involved in the consultation process when developing and implementing your Employment Equity Plan and the preparation of this Employment Equity Report.

	Yes	No
Consultative body or employment equity forum	Yes	
Registered trade union (s)	Yes	
Employees	Yes	

3.6.3. SKILLS DEVELOPMENT – BUDGET ALLOCATION

The table bellows indicates that a total amount of R80 000 was allocated to the workplace skills plan and that 36.28 % of the total amount was spent in the 2013/14 financial year:

Total personnel budget	Total Allocated	Total Spent	% Spent
R300 000	R80 000	R29 022.68	36.28

Table 19: Budget allocated and spent for skills development

3.7. MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

Section 66 of the MSA states that the accounting officer of a municipality must report to the Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations, (2002), as well as National treasury Budget and Reporting Regulations SA22 and SA23.

3.7.1. PERSONNEL EXPENDITURE

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance for the past three financial years.

Financial Year	Total Expenditure salary and allowances (R'000)	Total Operating Expenditure (R'000)	Percentage (%)
2012/13	R291 004.00	R437 282.20	-50.26%
2013/14	R294 373.00	R187 033.46	63.54%
2014/15	R253 988.22	R225 647.08	88.84%

Table 20: Personnel Expenditure

IKWEZI LOCAL MUNICIPALITY - DRAFT ANNUAL REPORT 2014/2015

Below is a summary of staff benefits for the year under review:

Financial Year	2012/13	2013/14	2014/15
Description	Actual	Actual	Original
Senior Managers of the municipality			
Basic salaries and wages	R7 590 903	R12 080 114	R12 597 507.00
Travelling allowance	R127 034	R507 656	R613 170.00
Long service bonus	R3 708	R3 440	R0.00
Performance bonus	R219 429	R133 820	R189 000.00
Contributions to UIF, Medical and Pension Fund	R1 315 305	R1 717 020	R1 878 969.00
Sub-total	R9 256 379	R122 441 950	R15 278 646.00
Other Municipal Staff			
Basic salaries and wages	R7590 903	R120 080 114	R10 174 559
Pension contributions	R957 602	R1 150 951	R1 030 278
Medical Aid Contributions	R273 651	R463 320	R416 865
Standby allowance	R6 8205	R72 262	R10 8730
Housing allowance	R10852	R14 997	R7 570
Overtime	R509 363	R703 277	R482 759
Performance bonus	R219 429	R133 820	R863
Other benefits or allowances	R3708	R3440	R0.00
Sub-total	R98 622 861	R122 619 085	R12 221 624
Total Municipality			

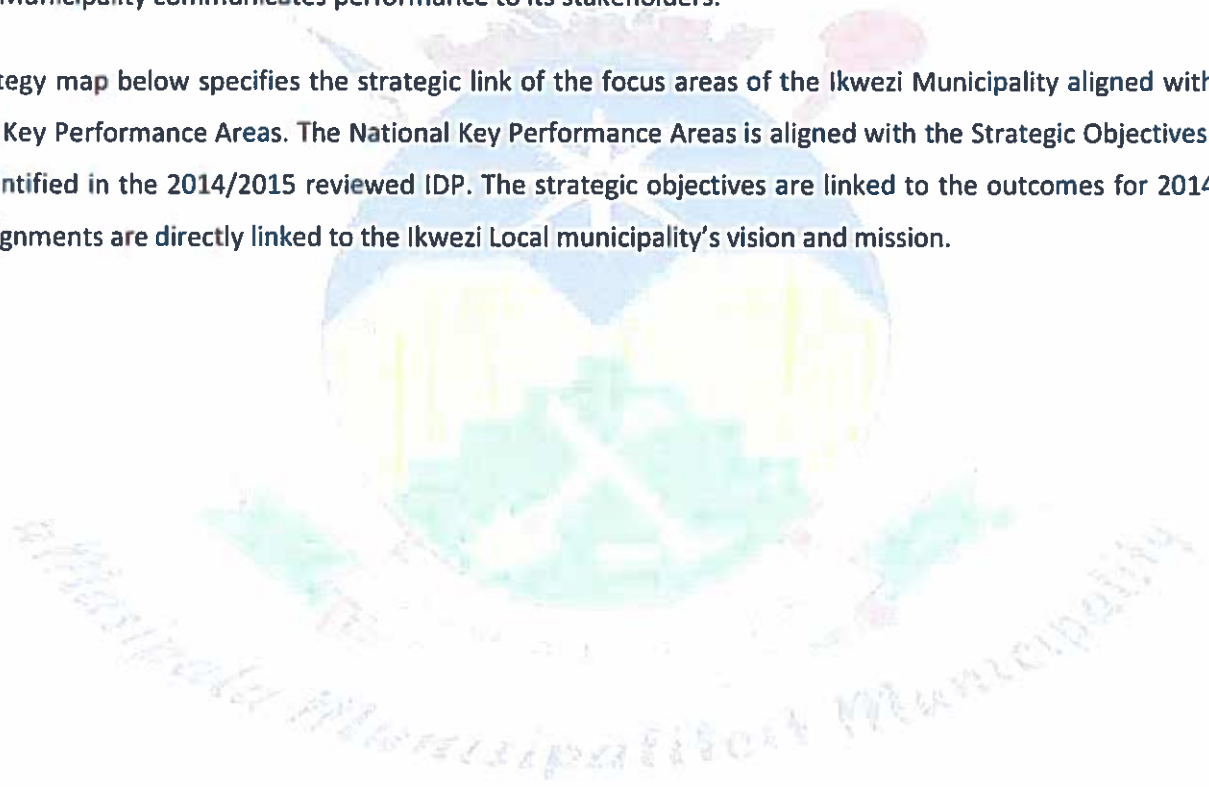
Table 21: Personnel Expenditure

CHAPTER 4: STRATEGIC PERFORMANCE

This chapter will provide information on the strategic performance of the municipality and will indicate how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an on-going basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This chapter illustrates the strategic performance highlights in terms of the Ikwezi Local Municipality's IDP, performance on basic service delivery, backlogs addressing the MIG projects, as well as the spending priorities for the following year. It addresses the communication and public participation processes to provide a holistic view of how the Municipality communicates performance to its stakeholders.

The Strategy map below specifies the strategic link of the focus areas of the Ikwezi Municipality aligned with the National Key Performance Areas. The National Key Performance Areas is aligned with the Strategic Objectives that were identified in the 2014/2015 reviewed IDP. The strategic objectives are linked to the outcomes for 2014/15. These alignments are directly linked to the Ikwezi Local municipality's vision and mission.



VISION

Ikwezi Local Municipality would like to be recognized as a municipality that is:

- Economically Prosperous
- Self-Sustainable
- Socially responsive and committed to effective and efficient service provision
- facilitates empowerment programme

NATIONAL KPA's

Municipal Transformation & Institutional Development

Municipal Financial Viability & Management

Good Governance & Public Participation

Basic Service Delivery

Local Economic Development

DEVELOPMENT GOALS

Institutional Development

Financial Viability

Good Governance

Basic Service & Infrastructure Development

Local Economic Development

Human Development

STRATEGIC OBJECTIVES

Improved Government Facilities & Services to the Community

Provision of Electricity

Reduction of HIV & AIDS Infections & Other Diseases

Improved Roads & Infrastructure

Create a Safe & Secure Environment

Housing Development

Provision of Water & Sanitation

Job Creation

Poverty Alleviation

The Municipal Systems Act, 2000 (Act 32 of 2000) and the Local Government Municipal Planning and the Performance Management Regulations 2001 require municipalities to adopt a Performance Management System. Once the IDP and budget have been prepared and approved, the Municipality prepared their Service Delivery and Budget Implementation Plan (SDBIP) in accordance with the MFMA and MFMA Circular 63. The SDBIP indicates monthly performance targets, financial performance targets and assigns responsibility to execute the respective performance targets. The Municipality assessed its performance on a monthly basis and reported progress on performance against targets set to Council quarterly and ultimately presents the Annual Performance Results in this Annual Report.

Through our supply chain management process the municipality embarked on Section 32 for the process of performance management which comprised the compilation of performance agreements, IDP and SDBIP, all of which would be aligned with in the Draft Annual Report:

Compile Performance Agreements

Compile IDP

Compile SDBIP

Compilation of Draft Annual Report

Implement an automated PMS system on all levels in a phased approach

Hands on support for 3 years

PMS should comply with all legislative requirements

Facilitating the compilation of Performance Highlights

The municipality is still experiencing challenges in the development and implementation of an electronic PMS system due to the following:

- A lack of dedicated capacity in the performance management function
- A lack of internal auditing controls and assessments
- A lack of budget going forward to install and deploy the system

Monthly Reporting

We do not currently have a monthly reporting system for PMS due to prior issues such as lack of funds.

Quarterly Reporting

During the year no quarterly reports were submitted to council nor the audit committee as there were no tools to measure and monitor performance of each department.

DEVELOPMENT

The following table indicates the municipality's performance in terms of the National Key Performance Indicators required in terms of the Local Government: Municipal Planning and Performance Management Regulations of 2001 and Section 43 of the MSA. These key performance indicators are linked to the following two National Key Performance Areas: Basic Service Delivery & Local Economic Development.

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2012/13	2013/14	2014/15
Basic Service Delivery			
The percentage of households earning less than R 1 100 per month with access to free basic services	50%	48.7%	53%
The percentage of households with access to basic level of sanitation	Unknown	98%	98%
The percentage of households with access to basic level of electricity	100%	100%	100%
The percentage of households with access to basic level of solid waste removal	100%	100%	100%
Local economic development			
The number of jobs created through municipality's local economic development initiatives including capital projects	220	1670	1320

Table 1: National KPI's – Basic Service Delivery & Local Economic Development



The following table indicates the specific areas in which challenges are experienced by the municipality. They are categorized in general priority areas that are aligned with the National Key Performance areas.







National Key Performance Area	Priority Area	Challenges	Actions to address
Municipal Transformation & Institutional Development	Filling of critical vacancies	Budget	Allocate budget
	Instability at Senior Management level	Suspensions and resignations	Finalise the Disciplinary Hearings
Municipal Financial Viability and Management	Creditors	Use of capital budget for daily operations	Compliance with applicable legislation
Good Governance and Public Participation	Ongoing communication with the public	Public meetings not sitting as they should.	Develop a schedule of public meetings and Ward Committee meetings monthly.

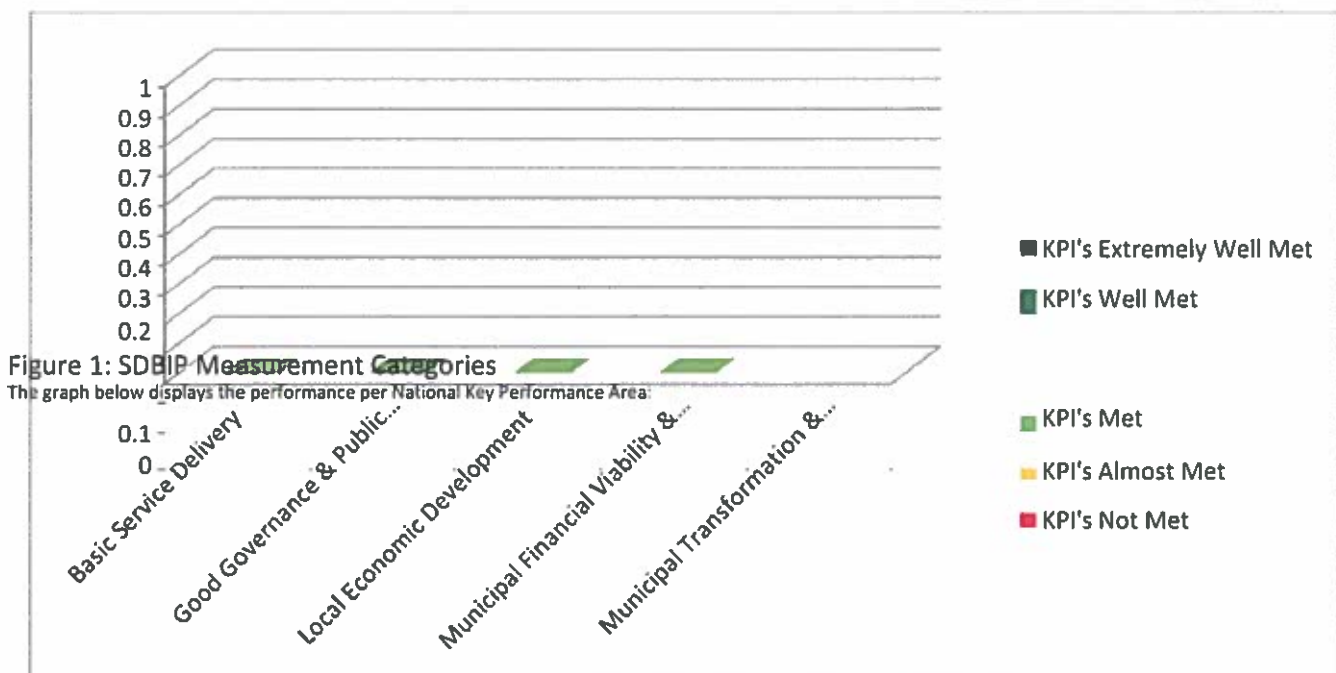
4.3 STRATEGIC SERVICE DELIVERY BUDGET IMPLEMENTATION PLAN (TOP LAYER)

The purpose of strategic performance reporting is to report specifically on the implementation and achievement of the IDP outcomes. This section should provide an overview on the strategic achievement of Ikwezi Local Municipality in terms of the strategic intent and deliverables achieved as stated in the IDP. The top layer SDBIP is the municipality's strategic scorecard and shows the strategic alignment between the different documents. (IDP, Budget & Performance)

In the graphs below, the performance achieved is illustrated against the top layer SDBIP according to the 5 National Key Performance Areas linked to the Municipal Key Performance Areas and IDP (strategic) Objectives.

The following figure illustrates the method in which the strategic Service Delivery Budget Implementation Plan (SDBIP) is measured:

Category	Color	Explanation
KPI's Not Yet Measured		KPIs with no targets or actuals in the selected period.
KPI's Not Met		0% >= Actual/Target < 75%
KPI's Almost Met		75% >= Actual/Target < 100%
KPI's Met		Actual/Target = 100%
KPI's Well Met		100% > Actual/Target < 150%
KPI's Extremely Well Met		Actual/Target >= 150%



Graph 1: Performance per National Key Performance Area

4.3.1 TOP LAYER SDBIP – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The National Key Performance Area Good Governance and Public Participation are linked to the Municipal Key Performance Area namely Good Governance. The IDP Objective is linked to Good Governance and Public Participation is:

OBJECTIVE: To strengthen the community participation in government programmes

MEASUREMENT	BASELINE	TARGETS		
		2012/13	2013/2014	2014/2015
Number of community members trained in issues relevant to LG initiatives and programmes (Education of citizens) - Issue to be focused on		IDP/ LED – Promotion of payment for municipal services	Improved engagement for HIV/AIDS	Removal of flat rate (financial recovery plan) Year of Voting
Number of committees, councils, forums or community structures supported (Admin units/CBO Committees/ Special Group committees and councils/business chamber)- ORGANISED PARTNERS Where Relevant:	42 already trained	All members of Admin unit trained	New members	Admin Unit (new members)
	Business Forum = 0%	Business Forum = 25%	Business Forum= 50%	Business Forum = 70%
	HIV/AIDS= 30%	HIV/AIDS= 50%	HIV/AIDS=85%	HIV/AIDS= 100%
	IDP Forum=	IDP Forum= 100%	IDP Forum= 100%	IDP Forum = 100%

10%= Established	95 %			
25%= Well trained leadership	LED/Tourism=	LED/Tourism=	LED/Tourism=85%	LED/Tourism=

valuable debates 70%=Action Plans 85%= Securing our own funding for initiatives 100%= Implementation of action plans		Youth Forum= 10%	Youth Forum= 25%	Youth Forum= 70%	Youth Forum= 85%
		Woman's Forum=0%	Woman's Forum=0%	Woman's Forum= 10%	Woman's Forum= 25%
		Disability Forum= 5%	Disability Forum= 5%	Disability Forum= 25%	Disability Forum= 50%
Number of stakeholder Forum meetings/dialogues/ feedback (planning and budget reviews/imbizo's/ interest/ lobby groups)- Citizens /voters		1 stakeholder per Quarter 1 public meeting per Quarter	4 per annum	4 per annum	4 per annum
% of Customer Satisfaction with the services of the municipality (End-user)		Unknown	55%-60% satisfaction rate	65%-70% satisfaction rate	75-80% satisfaction rate
% Implementation of communication strategy- citizens/ voters		Draft	Final	60% Implementation (Report)	80% Implementation (Report)
Strategy	ID	Project Outputs/ Deliverables			
Promote compliance of by-laws	GGP 1.1	Education and awareness campaigns on by-laws			
Improved public participation on strategies to engage communities in the matter of Local Government	GGP 2.1	Assessment and adjustment of stakeholder listing			
	GGP 2.2	Development and monitoring of communication strategy			
	GGP 2.3	Facilitate youth contributions, involvement and benefit in on-going Municipal programmes like sport development, awareness, education and LED.			
Strengthen relations with NGO's /CBO's	GGP 3.1	Establishment of stakeholder's forum			
	GGP 3.2	Support institutional development of Disability Forum			
	GGP 3.3	Support Institutional development of HIV/Aids Council			
	GGP3.4	Support to Youth Council in terms of Institutional Development and Programmer Delivery			
	GGP 3.5	Training of members of the administrative unit			
	GGP 3.6	Support the development of Women and Children's Agenda			
Support National and Provincial priorities regarding Good Governance	GGP 4.1	Anti-Corruption Strategy (Fraud Prevention Plan)			

	GGP 4.3	Establish customer service help desk – customer complaints management system
	GGP 4.4	Managing Internal Audit Requirements
	GGP 4.5	Establish and manage a comprehensive risk management plan for the institution including all categories of risk
Strengthening of IGR relationships and other partnerships	GGP 6.1	Establish and monitor Public/ public partnerships including Premiers Office; RULIV; Department of Science
	GGP 6.2	Establish and Monitor Public/ Private Initiatives (PPC/ university of Potsdam)
	GGP 6.3	Participation of Karoo Cluster

Table 2: Top Layer SDBIP – Good Governance & Public Participation

4.3.2 TOP LAYER SDBIP – MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

The National Key Performance Area Municipal Transformation and Institutional Development are linked to the Municipal Key Performance Area name **Institutional Development**. The IDP Objective linked to the Municipal Transformation and Institutional Development is:

OBJECTIVE :strengthen the Institutional capacity of the Ikwezi local Municipality				
MEASUREMENT	BASELINE	TARGETS		
		2012/13	2013/14	2014/15
Amount of investment in skills development of employees	R120 000	R120 000	R129 600	R140 000
Reduction in number of MANAGERIAL vacancies	4 vacancies	0 vacancies	0 vacancies	0 vacancies
Draft IDP submitted to council by 31 March each year	100 % compliance	100 % compliance	100 % compliance	100 % compliance
Institutional Scorecard (OPMS) and SDBIP performance reports available for IDP reviews process - September – 3/4 th Quarters of previous years - February – 1 st two quarters of new year	100% compliance	100 % compliance	100 % compliance	100 % compliance
Sector plans are monitored and reviewed annually (IWWP; IWSP; SDF;LED; Tourism)	0% Reviewed	SDF IWSP	SDF LED/Tourism CIP IWMP	SDF LED/Tourism CIP IWMP IWSP

Integrate Ikwezi's needs into the Sara Baartman District Municipality's capacity building strategy.	INST 1.1	Internal audit of Ikwezi's capacity building needs (completed)
Ensure effective council system	INST 2.1	Support the effective functioning of council and the committee system (agendas, minutes, resolutions)
Improve the management of relationships with partners, service providers and other government agencies in order to reduce the financial and legal risks	INST 3.1	Formalisation of Service Level Agreement (SLA) including all contractual agreements with other spheres of government and service providers
	INST 3.2	Assess, updating and developing action plans for municipal by-laws to deal with most relevant issues (Phase 2)
	INST 3.3	Effective planning and management of commonages (commonage register/appropriate by-laws/ monitoring and utilization)
	INST 3.4	Ensure appropriate Legal Advice and services is available for decisions (policies/ by-laws) and litigation matters
Promote the concept of performance management within the institution	INST 4.1	Implementation of electronic performance management system affecting all levels of the organisation
Ensure municipal facilities supports customer services	INST 5.1	Upgrade the existing municipal offices (Jansenville)
	INST 5.2	Relocation (centralisation) of Cashiers to town hall (renovation and security)- Jansenville
	INST 5.3	Strategic work session with relevant units (alignment to new organisation structures)
	INST 5.4	Upgrading of Klipplaat Municipal offices in terms of security
	INST 5.5	Upgrading of security at Infrastructure stores-Jansenville & Klipplaat
	INST 5.6	Furniture and equipment for municipal offices
Enhances the knowledge base of employees	INST 6.1	Develop and conduct annual review of the skills development policy (completed – 2008)
	INST 6.2	Capacitate training committees
	INST 6.3	Compile and implement an annual Workplace Skills Plan
Improve Registry function in ILM	INST 7.1	Compile Records management policy (COMPLETE)
	INST 7.2	Develop Registry procedure manual and implement effective document control
Develop good practice reputation with regard to Human Resource Management	INST 8.1	Develop the outstanding HR Policies, strategies and plans as per assessment conducted during 2008/9
	INST 8.2	Workshop and implementation of HR policies (Internal)
	INST 8.3	Develop HR Strategy to respond to long term development plans of Municipality
	OPS-HR	Administration of Human Resources
Implementation of organisational	INST 9.1	Establishment and implementation if suitable

implementation	INST 9.2	Update job analysis and descriptions
	INST 9.3	Recruitment of staff as per vacant positions
	INST 9.4	Internal capacity building with regard to IDP
		Implementation, roll out and monitoring of the SDBIP part of performance management)
	OPS-IDP	Administration for IDP
Develop and manage an effective MIS	INST 10.1	Establishment of ADSL for faster communication
	INST 10.2	Formulate Disaster Recovery Plan for information management system
	INST 10.3	Maintenance of website

4.3.3 TOP LAYER SDBIP – MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

The National Key Performance Area Municipal Financial Viability and Management are linked to the Municipal Key Performance Area namely **Financial Viability**. The IDP Objective that is aligned to Municipal Financial Viability is:

OBJECTIVE :Ensure sound financial practise and advice to the organisation and the various departments as regulated by the Municipal Financial Management Act 2000 and all related Treasury Regulations

MEASUREMENT	BASELINE	TARGETS		
		2012/13	2013/14	2014/15
Unqualified Audit Report	AG Report 2007/08: Qualified with 3 matters resulting in qualification	AG Report for 2008/09 Qualified Only Asset register outstanding	AG Report for 2009/10: Unqualified	Disclaimer
Application of GAMAP/GRAP-compliance	0%	100% as per Gazette 29 June 2007	100% as per Gazette 29 June 2007	100% as per Gazette 29 June 2007
Budget reports submitted to council as per circular 28/ municipal budget regulations	100% comply	Comply	Comply	Comply
Budget Reports is submitted is submitted to Council quarterly (Circular 13- SDBIP)	100% Comply	Comply	Comply	Comply
Successful financial reporting on all Capital Projects as per grant conditions	100% Monthly reports	Monthly Reports	Monthly Reports	Monthly Reports
Cash flow management maintains continuation of operations	Continued operations	Continued operations	Continued operations	Continued operations
Number of municipal financial officials that must meet the minimum	1 (enrolled)	1+1 (ppro)=2	2+2(enrol)=4	4+2(enrol)=6

per unit standards in Gazette 29967-June 2007: Municipal finance management programme)				
Number of municipal officials(accounting officer + section 57) that meet the minimum competency profiles (As per unit standards in Gazette 29967 – June 29 2007: Municipal finance management programme)	0	1 (enrol)	1+1(enrol)=2	
STRATEGY	PROJECT ID:	ACTIONS AND PROJECTS 2012/13		
Effectively apply FMG and MSIG funding streams with regards to GAMAP compliance	FIN 3.1	Completion and management of Asset register		
	FIN 3.2	Respond to GAMAP / GRAP compliance (conversion of information)		
	FIN 3.3	Manage Internal auditing arrangements		
	FIN 3.4	Development and review of financial policies		
	FIN 3.5	Implementation and monitoring of the Audit Plan		
	FIN 3.6	Action Plan on Risk Management		
	OPS	Ensure effective day to day financial management and accounting		
Develop competencies with regard to financial management within the Directorate Finance as well as within functional Departments	FIN 4.1	Develop and implement skills development programme that meets the minimum competency requirements to all accountable managers and financial officials including internships		
	FIN 4.2	Supply chain management unit is capacitated to meet all requirements		
Develop and implement process plans that deliver financial products as per expected timeframes and as per public participation requirements	FIN 5.1	Present input to Annual Report and IDP Budget alignment as per given timeframes and format		
	FIN 5.2	Present reviewed annual budget, financial statements and all related performance reports as per gazetted timeframes		

Table 3: Top Layer SDBIP – Municipal Financial Viability & Management

4.3.4 TOP LAYER SDBIP – LOCAL ECONOMIC DEVELOPMENT

The National Key Performance Area Local Economic Development is linked to the Municipal Key Performance Area namely Local Economic Development & Human Development. The IDP Objective that is linked to Local Economic Development is:

OBJECTIVE : To enhance the rural economic potential within Ikwezi

MEASUREMENT	BASELINE	TARGETS		
		2012/13	2013/14	2014/15
Number of jobs created through municipal/ public work (s) – cleansing/ roads/ water projects	2130	870	1000	1765
Number of new jobs created in public – private partnerships	12	100	150	200
Number of self-employment opportunities created (SMME development) total of 17 sustainable initiatives by 2011/12.	4	12	24	42
Hectares of land available for emerging farmers (allocated) Total land to be redistributed: 372 151 ha	4,02%	8%	11%	15%
Number of innovative events to revitalize Ikwezi	1 (ibaqolo cultural event)	2	2	0
Number of Agricultural Value chain opportunities (Agri-processing) Total: 12 sustainable initiatives by 2011/12	2	2	3	7
Number of households benefitting in poverty alleviation projects of social development	2 141 h/h below poverty line	2% 42 h/h	5% 107 h/h	10% 214 h/h
STRATEGY	ID	ACTIONS AND PROECTS FOR 2012/13		
Ensure internal capacity to deliver guard and contribute to LED	OPS	Effective strategic leadership networking re. MM office		
	OPS	LED office administration		
Facilitate land acquisition for emerging farmers	LED 1.1	Approach commercial farmers on participating in pro-active land Acquisition policy (DLA).		
	OPS	Actively participate in district land Reform programme.		
Determine the viability and economic potential of Waterford in relation to the Addo Elephant Park	LED 2.1	Facilitate merging of Ikwezi LM property (Waterford) as an exit Corridor for Addo Elephant park in order to boost tourism.		
Revitalize railway transport	LED 3.1	Confer with Spoornet/ DoT on revitalisation project – convey message to affected communities.		
Support the goat and mohair industry	LED 4.1	Training for emerging farmers (approach to be used – mentoring – commercial farmers)		

	LED 4.3	Hosting of Inaugural International Mohair Summit
Ensure the availability of economic intelligence for investment and LED projects	LED 5.2	Development of relevant up to date socio-economic projects and opportunities collation of statistical reports and updating of LED strategy plans.
	LED 5.3	Develop the resource base in LED unit as advisory/ referral hub – well managed data base
	LED 5.4	Develop labour market intelligence with regard to required skills, skill gaps and skills development opportunities.
Support poverty alleviation initiatives that will contribute to households re-joining the economic market		Ensure indigent households have access to free basic services
		Incorporate and invest in the skills development of unemployment persons
	CSS 5.1	Ensure access to national and provincial poverty relief programmes (Social Development grants/ Feeding scheme.
Support Crime Prevention Strategy	INF 6.4	Install high mast lights in areas where none exist
	CSS 6.1	Encourage communities to participate and co-operate with CPF and Community Safety Forum

Table 4: Top Layer SDBIP-Local Economic Development

4.3.5 TOP LAYER SDBIP – BASIC SERVICE DELIVERY

The National Key Performance Area Basic Service Delivery is linked to the Municipal Key Performance Area namely Basic Services and Infrastructure Development. The IDP Objective that is linked to Basic Service Delivery is:

OBJECTIVE : To enhance the rural economic potential within Ikwezi				
MEASUREMENT	BASELINE	TARGETS		
		2012/13	2013/14	2014/15
Increase % households with access to basic level of water	100%	100%	100%	100%
Increased number of households with metered water connections (Jansenville)	0%	0%	25%	75%
Eradication of bucket system	99%	100%	100%	100%
Increase % households with access to water borne sanitation	95%	99%	100%	100%
Increase % households with access to basic level of electricity	85%	90%	95%	100%
Increase % of households with access to solid waste management	86%	100%	100%	100%
Effective spending of MIG allocation	14%	100%	100%	100%
Reduce housing backlog (units) housing	800	500	0	0
Availability of middle income (bonded) housing	0	500	550	5500

Effective application of MIG funds for eradication of water and sanitation backlogs	INF 5.2	Waste Water treatment Plant
	INF 1.4	Development of water treatment plant
	INF 2.1	Upgrade of water reticulation systems (Phase 1)
	INF 5.6	Lick schools into sanitation system (Remaining 2)
Increase bulk and reticulation of electricity supply including the investigation of alternative energy options	INF 6.1	Alternative energy systems (SOLAR) for 000 new housing units
	INF 6.2	Electricity reticulation to new housing developments (208 & 250 units)
	INF 6.3	Upgrading of electricity distribution and substation
	INF 6.4	Investigation Report for the costing and plan f high mast lighting
	INF 6.6	Pilot alternative energy solutions for Ikwezi – Solar/ Wind farm technology
	INF 6.1	Alternative energy systems (SOLAR) for 100 new housing units
Provide shelter to the inhabitants of Ikwezi	HOU 1.3	Prepare and submit housing applications to ECHDB
	HOU 1.4	Develop/facilitate referral of home owners access title deeds
	HOU 1.5	Facilitate and manage effective beneficiary listing, housing applications and development
Promote bulk water supply within Ikwezi Ensure an effective PMU for the spending and successful implementation of capital projects	INF 1.2	Cluster participation in regional water scheme
	INF 1.3	Elimination of alien vegetation
Effective Land Management	INF 11.1	Reviewed SDF available for development planning
	INF 11.2	Support and facilitate the redistribution of land as per DLA programme and District Land Reform programmes
	INF 11.3	Transfer Transnet and state land to Ikwezi
Disaster Management	INF 10.1	Develop disaster management plan for Ikwezi
Promote effective public transport infrastructure and systems	INF 9.1	Development of sidewalks and cycle tracks
	INF 9.2	Upgrade of shelters (shelters complete)
Upgrade and maintain available recreational and sports facilities	CSS 1.5	Establish Multi-purpose centre – Thusong Centre
	CSS 2.2	Fencing/wall building at existing cemetery
	CSS 2.3	Establishment process for new cemetery
	CSS 2.4	Fencing and caretaker facilities at new cemetery
Ensure the effective co-ordination of health related activities	CSS 3.1	Continuously develop and expand the health volunteer model for the administration TB Medication
	CSS 3.2	Health related awareness and education campaign addressing priority health needs and issues in partnership with Department of Health
	CSS 3.3	Upgrade the service of Klipplaat clinic to accommodate s 24 hour service
Implement support initiatives to influence the prevalence and impact of HIV/Aids in Ikwezi Communities	CSS 4.1	Set up Aids Counseling teams at clinics(Operational since 2006)
	CSS 4.2	Detailed investigation of Aids in region
	CSS 4.3	Support the functioning and successful delivery of programmed by the Local Aids Council
	CSS 4.4	Support and monitor the functioning of home base care groups
	CSS 4.5	Maintain an effective date base regarding matters of HIV/Aids in Ikwezi

Table 5: Top Layer SDBIP- Basic Service Delivery

4.4.1 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT PRIORITIES FOR 2014/15

The following objective is linked to the priorities listed in the table below:

- Create an institution to align planning with implementation for effective and efficient service delivery to Ikwezi residents.

MUNICIPAL KPA	KPI	UNIT OF MEASUREMENT	ANNUAL TARGET
Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown

Table 6: Institutional Development Priorities for 2014/2015

4.4.2 GOOD GOVERNANCE AND PUBLIC PARTICIPATION PRIORITIES FOR 2014/2015

The following objective is linked to the priorities listed in the table below:

- To develop a municipal governance system that enhances and embraces the system of participatory governance by 2015

MUNICIPAL KPA	KPI	UNIT OF MEASUREMENT	ANNUAL TARGET
Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown

Table 7: Good Governance Priorities for 2014/2015

4.4.3 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT PRIORITIES FOR 2014/15

The following objective is linked to the priorities listed in the table below:

- To be a financially viable institution geared to provide affordable and sustainable services to Ikwezi Municipality clients by 2015

MUNICIPAL KPA	KPI	UNIT OF MEASUREMENT	ANNUAL TARGET
Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown

Table 8: Financial Viability Priorities for 2013/2014

.4.4 BASIC SERVICE DELIVERY PRIORITIES FOR 2014/2015

The following objective is linked to the priorities listed in the table below:

- Ensure efficient and affordable basic services to all residents of Ikwezi by 2015

MUNICIPAL KPA	KPI	UNIT OF MEASUREMENT	ANNUAL TARGET
Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown

Table 9: Basic Service Delivery Priorities

4.4.5 LOCAL ECONOMIC DEVELOPMENT PRIORITIES FOR 2014/15

The following objective is linked to the priorities listed in the table below:

- To strengthen and improve the economy for sustainable growth by 2017

4.5 BASIC SERVICE DELIVERY

4.5.1 Basic services delivery Performance highlights

During the year under review, the municipality of Ikwezi was faced with a number of challenges which involved administrative and financial constraints, in terms of implementing the capital projects. Beside the challenges that the municipality was faced with, numerous positive things can be highlighted in terms of services that were improved in order to better the livelihood of the communities. One of the major highlights which can be identified by the municipality was the supply and improvement of water quality.

Over the last number of years or since the establishment of the area of Jansenville, the municipality has been experiencing problems with the quality of water. Ground water has been used as the only source of water supply in the entire area of Jansenville. It was a matter of urgency for the municipality to improve the quality and supply of water.

This matter of water quality was also fuelled by the announcement of Water Results in 2012, which was announced by the Honourable Minister of Water Affairs, Ms Bomo Edna Molewa, whereby she described the issue of water quality in the area of Ikwezi, particularly in Jansenville as a matter of “grave concern”.

Based on the results and statements, the municipality was issued with a directive and had to respond within twenty one days, in terms of what actions were going to be implemented to remedy the situation. One of the most important things that the municipality managed to deal with successfully was to ensure that there are people who are not being affected by the quality of water; this was proven by collecting different types of results from local clinics and hospitals in order to determine whether there were incidents of people with diseases that were caused by the quality of water. The information that was collected confirmed that there were no people that were admitted to the hospital or local clinics with any water related disease. The municipality then started to ensure that all the households within the area of Ikwezi Municipality are provided with Rain Water Harvest Tankers, as one of the control measure to ensure that people are using rainwater for consumption. The project was a success for the area of Jansenville and Klipplaat.

After such intervention, programmes such as water conservation and demand management were introduced in the area of Ikwezi. Such programmes were supplemented by the initiative, “Boil Water Notice” which was largely considered as one of the major campaigns of the municipality. This campaign created awareness to the community who used tap water, about the importance of boiling it before consumption.

The “Boil Water Campaign” was also included on the consumer bill account of the municipality in order for people to take note of the importance of the information. The notice included the contact details of the municipality for the purpose of reporting all water leakages and faulty meters. In addition to this, there were

programmes which included competitions at local schools, to ensure that the message of the "Own Water Campaign" reached all the people within the Ikwezi Municipality region. After the campaigns, there were other programmes which were implemented jointly between the Department of Water Affairs, Sarah Baartman District Municipality and Ikwezi.

One of those projects was the introduction of the RRU (Rapid Response Unit) of the Department which was sent to assist the municipality with challenges that were water related. The team was actually introduced on the basis that it would just assist within the period of three to six months once everything had been stabilised at the municipality. The team was of great assistance to the municipality, because issues such as water disaffection, dosage on the reservoirs, business plans to access funding for repairs and maintenance of the required infrastructure were explored and developed. The programme assisted with the establishment of the Karoo Cluster Shared Service Model, the model where the available resources of the municipalities of the Karoo Cluster were going to be shared equally.

One of the biggest programmes to ensure the improvement of the water quality and supply was made possible through the funding received from the SBDM. This was to investigate the possibility of Deep Drilling within the Ikwezi Area. The programme of Deep Drilling was actually initiated in order to establish if the municipality can drill deeper than the existing boreholes, and to explore the possibilities of obtaining water of a better quality. The first results from the initiative yielded positive results. After the analysis it was then agreed that the programme of Deep Drilling such be explored further.

A deep borehole of about 210 meters deep was drilled and equipped in order to supplement the existing boreholes. During this process, it was agreed that some of the boreholes must be refurbished in order to ensure proper management and maintenance of those resources. After the implementation of Deep Drilling, the two boreholes in the area, Kruitwater was then shut down. The boreholes of Kruitwater have a stronger supply of water, but a high content of Manganese (Mn). The quality of water has not yet improved to the required standard of SANS 241, however it must be noted that a vast improvement has been made on the site of water supply and quality thereof in the area of Jansenville. Ikwezi Local Municipality is committed to the work that still needs to be done in order to ensure that the community enjoys better water provision and quality.

4.5.2 Basic services delivery challenges

In term of Service Delivery Challenges in the municipality of Ikwezi, one can easily identify a number of challenges, ranging from resources, finance, recruitment of skilled personnel in the area etc. However the most critical issue especially in the area of Jansenville as the administrative area of the municipality is the issue of water quality. In order for a small town to develop, there will be those kinds of issues which are being set as the major drivers of the economy of that particular area. Farming, Game Reserves and Mohair are actually the main contributors of the economy in the area, but it is very difficult for the area to attract more investors to explore the avenues such as shopping centres, fuel stations and any other sort of trading. This is because the quality of water remains a problem for investors in the area.

There are service delivery challenges in the municipality such as lack of resources and financial constraints. This results in backlogs, especially on the roads, infrastructure, water and public facilities.

The semi-rural nature of the area makes it difficult for the municipality to absorb and retain the right type of personnel that would assist them in terms of ensuring that service delivery is being fast tracked to all the areas within the jurisdiction of the municipality.

4.5.3 Access to Free Basic Services

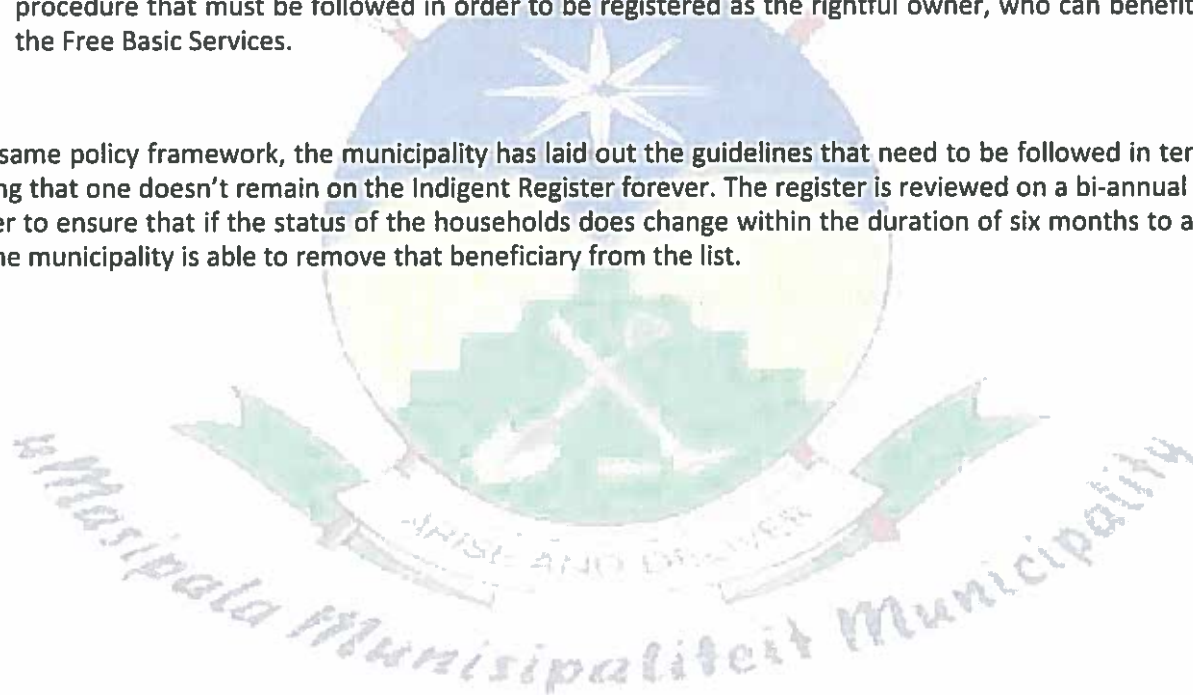
During the year under review, the municipality of Ikwezi has done a lot in terms of ensuring that communities within the area are actually becoming the first ones to benefit from the Free Basic services that are being provided either by National, Provincial or Local Government.

In terms of recent results published by Statistics South Africa, it has been revealed that 44.1% of the population in the area depends on Government Grants. Hence the municipality is forced to subsidize these households via the equitable share of the municipality in order to ensure that they benefit from services rendered.

The municipality is providing the following Free Basic Services:

1. Water services – the municipality is actually providing more than has been set out by the National Government of 6KL per month to all the households. The municipality is charging a flat rate of R48 to all households. Based on the Intervention/analysis which was conducted by RRU, it was established that the municipality is actually providing all its households with a maximum of 14KL per month.
2. Electricity services – the municipality is in line with the norm as set out by the regulator for electricity provision, which requires the municipality to provide households which do qualify for free basic electricity at a range of 50kwh per month. In order for all the households to benefit from those kinds of service, the municipality has developed a policy framework which seeks to guide the process and a procedure that must be followed in order to be registered as the rightful owner, who can benefit from the Free Basic Services.

In the same policy framework, the municipality has laid out the guidelines that need to be followed in terms of ensuring that one doesn't remain on the Indigent Register forever. The register is reviewed on a bi-annual basis, in order to ensure that if the status of the households does change within the duration of six months to a year, then the municipality is able to remove that beneficiary from the list.



a) Capital budget spent on municipal services

During the year under review, the municipality received a total allocation of R10, 806,000 which was set aside for the implementation of Capital Projects within Ikwezi. The source of funding was the Municipal Infrastructure Grant (MIG). As per the schedule of commitment that was submitted to the provincial as well as the National MIG office, the following projects were supposed to be implemented during the 2014/15 financial year of the municipality:

1. Upgrading of Phumlani Access Road with the allocation of R4,2 million
2. Upgrading of the Waste Water Treatment Works In Klipplaat with the allocation of R6,2 million
3. PMU top slice of 5% which was R406,000

All the above projects were advertised and all the relevant supply chain procedures were followed in terms of ensuring that there is fairness, transparency and competitiveness during the procedures.

The project of the Treatment Works in Klipplaat was also planned to start in the same financial year, but due to the financial constraints of the municipality, the project was placed on hold. Hence it was agreed that the Phumlani Access Road should be implemented simultaneously with the Town Hall project in order to accommodate the available amount of MIG. The project began well, but in the middle of the project, there were some financial difficulties that were experienced by the municipality in terms of paying the service providers within the specified timeframe of thirty days after receipt of such invoice. As the results of the non- payment, the contractor cancelled their agreement. As a result of the commitment from the municipality to provide basic service delivering and uplift its community, they were able to complete/spend all the funds that were allocated to the municipality for the 2014/15 financial year.

b) Percentage spending on total capital budget

In terms of the allocated amount versus the expenditure amount, the municipality was able to spend 100% of its allocated budget on the Capital projects which were registered and funded by the Municipal Infrastructure Grant.

c) Summary of backlogs that must still be addressed

The table below indicate the backlog challenges that are still outstanding for the municipality of Ikwezi.

Performance Indicator	Baseline Households	Total served	Total backlog	Annual target	Targets				Comment
					April - June	July - Sept 2013	Oct - Dec 2013	Jan - Mar 2014	
% of households (total number of households in the municipality) with access to basic level of water Note: Only WSAs	2 579	29 477 (100%)	0	0	0	0	0	0	Bulk Infrastructure is still a challenge especially quality water infrastructure as well as challenges around the quality of the water, which has to be purified. of sourcing water from outside Ikwezi municipal boundaries in order to address the current water backlog. The investigation of Deep Geophysical Drilling has also been explored by the municipality to ensure that the quality of water is being improved.
% of households (total number of households in the municipality) with access to basic level of sanitation Note: Only WSAs	2 579	2 470 (96%)	109	0	0	0	0	0	109 household have bucket toilets. These Bucket Toilets will be eradicated once the Bulk water infrastructure is upgraded to enable the Dept. of Human to build RDP which those RDP houses will have water borne sanitation/ flushed toilets inside. No sanitation project is currently running .
% of households (total number of households in the municipality) with access to basic level of refuse removal Note: Only LMs	2 579	2 502 (97%)	77	0	0	0	0	0	3% of households dispose of their own refuse. No solid waste related project is being implemented.
% of households (total number of households in the municipality) with access to basic level of electricity Note: Only LMs	2 579	2 414 (93.6%)	165	0	0	0	0	0	No electrical infrastructure related project is being implemented by Ikwezi LM.

4.5.5 Water and Sanitation

a) Report on the Water Services Development Plan

Under the Municipal Structures Act (No 117 of 1998), Ikwezi Local Municipality was appointed as the Water Services Authority (WSA) and in this capacity inherited the powers and functions of both the old Water Service Authority and the old Water Service Provider (WSP) bodies. Under these expanded responsibilities, the Water Service Authority has a duty to all consumers, or potential consumers, in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water and sanitation services.

To achieve this, the Water Services Authority must take a leading role in planning:

- Service Level Objectives
- Water Resources
- Water Conservation and Demand Management
- Bulk Infrastructure
- Institutional Arrangements and Organisational Support
- Financial Management & Tariff Policy

In general terms, as a WSA, Ikwezi Municipality must focus on establishing service provider capacity and bringing basic services to consumers in their areas. The Water Services Development Plan (WSDP) is a key tool in achieving this objective. The WSDP also feeds information into the Integrated Development Plan (IDP), which is the annual multi-sectoral plan of the Ikwezi Municipality.

Strategies and Methodologies for Water Services Planning

This Water Services Development Plan is the first to be prepared in compliance with the latest DWA Guide framework and Checklist for the development of Water Services Development Plans. These Guidelines require that the bulk of the WSDP be prepared in a pre-defined MS Excel spreadsheet format.

Supporting Documents

The following supporting documents are attached on the complete documentation of the Ikwezi WSDP:

1. Maps:
 - Plan 1: Ikwezi LM Location in Sarah Baartman District Municipality
 - Plan 2: Ikwezi Geology
 - Plan 3: Ikwezi Rainfall per Quaternary Plan
 - 4: Ikwezi Rainwater Harvest Potential Plan
 - 5: Ikwezi Water Quality
 - Plan 6: Ikwezi Water Supply Areas
 - Plan 7: Jansenville Town Erven
 - Plan 8: Jansenville Bulk Water Layout
 - Plan 9: Jansenville Water Infrastructure (GIS data)
 - Plan 10: Klipplaat Town Erven
 - Plan 11: Klipplaat Bulk Water Layout
 - Plan 12: Klipplaat Water Infrastructure (GIS data)
 - Plan 13: Waterford Bulk Water Layout
 - Plan 14: Waterford Photos
2. Jansenville Water Infrastructure Layout
3. Klipplaat Water Infrastructure Layout
4. Ikwezi Water Services Provider Business Plan, dated February 2012
5. Ikwezi Blue Drop Assessment 2011
6. Ikwezi Green Drop Assessment 2011
7. Jansenville Water Conservation and Demand Management Business Plan, dated 9 March 2012
8. Jansenville Water Conservation and Demand Management Progress Report, dated 31 January 2012
9. DWA Jansenville All Towns Water Resources Reconciliation Report
10. DWA Klipplaat All Towns Water Resources Reconciliation Report
11. Water Quality Test Results for Jansenville and Klipplaat
12. Ikwezi Municipality Audit Report - June 2011
13. Ikwezi Municipality Rates and Tariffs 2010-2011
14. Ikwezi Municipality Debtor Age Analysis to June 2011
15. Ikwezi Municipality Water Income and Expenditure Budget for 2010 2011
16. Ikwezi Municipality Sewerage Income and Expenditure Budget for 2010 2011
17. Ikwezi Credit Management and Cash Collection Policy
18. Ikwezi Municipality Staffing Organogram
19. Water Supply and Sanitation By-Law
20. Ikwezi Municipality Staffing Organogram
21. Indigent Policy
22. Indigent Register at 31 January 2012
23. Customer Care and Revenue Management By-law
24. Ikwezi Integrated Development Plan for 2011/12
25. Ikwezi Water Sector IDP Report 2011
26. Ikwezi IDP Budget and Process Plan 2011 / 2012

28. Ikwezi Water Services Development Plan 2007
29. Jansenville Preliminary Design Report
30. Infrastructure Photographs
31. OHS Reports for Jansenville and Klipplaar
32. Shared Services Plan and Agreement



b) Water Service Delivery Levels

In line with the WSDP of Ikwezi Local Municipality, the municipality as both Water Service Authority and Provider, must develop the standards of service levels, which must be published and announced to all the residents of the Municipality.

Those service levels standards must indicate clearly the turnaround time of the municipality in terms of providing such services. In this case the service standards for Water provision has been set by the municipality of Ikwezi whereby the municipality has the following turnaround time in terms of attending and responding to the services of water provision to its consumers:

- Leaking pipe outside the erf boundaries of each yard and the meter distance to the water meter-that particular area has been described as the area of operation for the municipality, which mean the municipality must attend to such a problem within the required period of 2hours.
- If there is a bulk line that needs to be attended to by the municipality, they have a system in place, of announcing to all the consumers that the water will be turned off, while the team is attending to the repairs of the bulk line, and the turnaround time is the approximately 5hours.

Based on the timeframes indicated above, the compliance register is also available in order to monitor the actual implementation of such service standards.

It should be noted, that during the drought season in the area, the municipality is forced to place a restriction order in terms of water utilization, those restrictions indicate the time and the duration for which water will be turned on and off. This is mainly caused by the water table levels, especially when its summer in the Karoo.

	Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the FY under review (actual numbers)	Number of HH/customer reached during the FY	Percentage of achievement during the year
1	Percentage of households with access to potable water	2915	0	0	2915	100%
2	Percentage of indigent households with access to free basic potable water	2915	0	0	2915	100%
4	Percentage of clinics with access to potable water	3	0	0	3	100%
5	Percentage of schools with access to potable water	8	0	0	8	100%

c) Sanitation Service Delivery Levels

Ikwezi Local Municipality has done well over the years to ensure that the set targets for 2007 bucket eradication are being met. However there were some areas that were not completed during the implementation stage of the Bucket Eradication projects. In the Area of Klipplaat there were 62 households which were not connected, and 34 in Jansenville. The area of Wolwefontein and Waterford were also not connected yet. However during the year under review, a total of 50 units which were occupied by beneficiaries were actually connected to the area of Klipplaat or those units were upgraded from Bucket to Full Waterborne Sanitation services.

Wolwefontein was actually attended to, by ensuring that all the buckets system that were in place are being replaced by the Ventilated Improved Pits (VIP's).

According to the plans and the application for funding, the eradication of 32 units will take place in the 2014/15 year. It is anticipated that the same process will be done in the 2016/17 financial year in Waterford, when the Department of Human Settlements will be implementing the 66 housing units which are critical to the area. In line with the service standard of the Municipality for sanitation service, there is has no actual duration or turnaround time to attend to the blocked drainage system. However, if the matter has been reported to the municipality, it gets registered in the compliance book so that when the supervisor for Sanitation visits the office to collect the compliance, it results in those households who have reported their blocked system being prioritised.

Indicator name	Total number of household/customer expected to benefit	Estimated backlogs (actual numbers)	Target set for the f. year under review	Number of HH/customer reached	Percentage of achievement during the year
Households with access to sanitation services	2817	98	50	50	100%
Indigent households with access to free basic sanitation services	2915	0	0	2915	100%
Clinics with access to sanitation services	3	0	1	1	100%
Schools with access to sanitation services	8	1	1	1	100%

On the improvement of sanitation services, the improvement of the Green Drop Status of the municipality must be taken into consideration. The moderated scores of the assessment has indicated a marked improvement which is illustrated as follows:

Ikwezi Local Municipality

Water Services Authority

Water Services Provider(s)

2013 Municipal Green Drop Score

2011 Municipal Green Drop Score

2009 Municipal Green Drop Score

Ikwezi Local Municipality

56.20% ↑

2.00%

0.00%

Key Performance Area	Weight	Jansenville	Klipplaat
Process Control & Maintenance Skills	10%	88	67
Monitoring Programme	15%	24	21
Submission of Results	5%	10	0
Effluent Quality Compliance	30%	20	20
Risk Management	15%	78	100
Local Regulation	5%	20	32
Treatment Capacity	5%	79	6
Asset Management	15%	73	58
Bonus Scores		10.80	10.80
Penalties		0.00	0.00

Green Drop Score (2013)

57.15%

52.25%

2011 Green Drop Score

2.50%

1.50%

2009 Green Drop Score

0.00%

0.00%

System Design Capacity

M/d

1

0.24

Capacity Utilisation (% ADWF to Design Capacity)

76.00%

NI (151.00%)

Resource Discharged into

Sunday/ Sondag River (nearest river)

Heuning Klip river, 15 to 20 meters from plant

Microbiological Compliance	%	100.00%	100.00%
Chemical Compliance	%	50.00%	25.00%
Physical Compliance	%	66.67%	66.57%
Overall Compliance	%	66.67%	NI
Wastewater Risk Rating (2012)		52.90%	100.00%
Wastewater Risk Rating (2013)		52.94%	64.71%

The regulatory Impression was as follows:

Ikwezi Local Municipality is to be commended for the substantial and noteworthy improvement in the Green Drop score at the two wastewater systems. An improvement from 2% to 56.2% is commendable and comes with first-rate commitment and preparation by the team. With continued effort and careful reckoning of the future GDC requirements, it is anticipated that an upward trend will continue. The Jansenville WWTW technical site score of 87% is in particular congratulated.

Through the development of the GDIP and W2RAP, a number of gaps in compliance that have been identified have already been attended to. This will contribute towards an improvement in compliance at the next Green Drop assessment. This includes the implementation of compliance monitoring and uploading of the results to the GDS, flow metering at the Jansenville WWTW, and improved record keeping, including operational and maintenance logbooks. This will facilitate the optimisation of the treatment performance and improve the quality of effluent that is discharged to the environment. Both plants are categorised as medium risk with a downward trend noted for the Klipplaat WWTW. The municipality is encouraged to continue to prioritise the risk based approach to wastewater management to continue the trend of increasing Green Drop compliance and lower risk rating.

Green Drop findings:

- The lack of compliance monitoring information significantly impacts the risk rating and improvement in Green Drop compliance.
- A storm water management plan and WC/WDM plan have been developed to minimise the ingress of water into the sewer system.
- Both plants have a valid authorisation in which regulatory compliance can be monitored.
- Although process audits have been conducted at the WWTWs, inspections and capacity assessments have not been undertaken on the collector system.
- Electricity consumption should be monitored and future projected consumption estimated to guide budgetary provisions.
- A sludge management programme has been developed and implemented. Sludge should be classified and disposed of in accordance with the WRC guidelines.

Site Inspection Report

Jansenville 87%

The Jansenville plant was inspected to verify the findings of the Green Drop audit:

- Operational and maintenance logbooks were implemented since August 2012 and are well maintained with daily entries.
- The site is well maintained with good signage and access controlled.
- Good operation of the screens and grit removal was observed.
- Flow is measured manually at the parshall flume. A 24 hour programme was implemented to establish the daily flow profile to verify that all sewage reaches the WWTW. Raw sewage analysis commenced in July 2012.
- The ponds are well operated and maintained.

4.5.6 Electricity

During the year under review, there were a number of capital projects that were implemented by the municipality within the area of Ikwezi. The main reason behind that was the huge improvement which was done during the previous 2012/2013 financial year, whereby the municipality actually addressed all the MV/LV network of the municipality including the Upgrading of the Substation of the municipality. The Sub-station was upgraded from 11KVA to 22KVA.

The actual Upgrade was done in order to address the huge backlog of electricity provision within the area, whereby it was discovered that even light wind or light rain fall would cause electrical failures in the entire area of the municipality.

The project was implemented successfully with a Total Expenditure of R 11 227 471-40.

There were prepaid meters installed in all the households in Wolwefontein area.

Klipplaat was identified as one of the areas with an increased crime rate. In response to this, the municipality installed 17 High Must lights. Those lights were installed in order to ensure the security of the community.

Also the challenge of street lights, which were not in good working condition, was also partly addressed. It was identified that the municipality actually needs more assistance in terms of ensuring that qualified Artisan or Technicians are being retained in the area.

4.5.7 Housing

In 2013/2014 financial year, there was no housing development which took place in the entire area of Ikwezi local municipality, taking into consideration that the Department of Human Settlement, was actually the developer for all new housing development in the entire area of Sarah Baartman.

The status of being the Developer from the side of the municipality was transferred to the Department. Only the municipality was supposed to identify beneficiaries and allocate the available pieces of suitable land which can be utilized for the development of housing.

But projects such as Venter's 36 units were identified for rectification programmes as well as the 34 units of Dube location. But due to technicalities and challenges that the Department was faced with, those projects were not implemented. This was a matter of concern for the beneficiaries of those units, as some of the initiatives such as site clarification meetings and site handover meetings were already held.

One of the biggest concerns was the actual implementation of the Waterford 66 units, where 55 beneficiaries were already approved from the Department. But the actual implementation of the project never took place. It is assumed that the implementation of such projects will take place during the 2014/15 financial year.

The program of Waterford is a housing development which planned to be a combined type of housing development in terms concept and modification, whereby German Investors were planning to make use of solar panels as roof sheets which would generate the electricity for those households. The process of water recycling was also going to be explored.

The concept was developed as follows:

CONCEPT MODEL HOUSING & ENERGY FOR DEVELOPING COUNTRIES

Pilot project 100 social solar houses in Waterford-Ikwezi / South Africa

Basic situation

The Ikwezi Local Municipality has a huge need to provide housing for the people in the community who are financially weak. In most cases these needs are satisfied by types of houses that are quite similar worldwide and only provide little comfort and living quality to the in dwellers. Regarding South Africa the typical social houses show a floor plan with three rooms and a total of 40 m² living space. These houses are promoted by a grant of R40.000 Rand per house by the South African government.

In addition to the demand of houses, all communities lack the resources to guarantee basic energy needs of the households and community buildings, and to provide electricity needed for economic growth through business cycles. In this context the feed-in-tariffs of the REFIT II programme presented by NERSA in October 2009 provides a realistic

approach for smaller communities to improve their situation of energy supply especially by grid-connected photovoltaic power plants with a minimum capacity of 1 MW.

Concept and strategy / “The village is the power plant! “

The situation described above provides the framework for the innovative concept of Peoples Home: The realization of solar settlements with a minimum of 100 houses preferably in countries with an existing feed-in-tariff. The single houses are equipped with a special photovoltaic roof of about 100 m² and an installed capacity of around 10 kWp each so the entire settlement is up to 1 MW as required in South Africa by REFIT II.

These residential areas are able to produce 10 times the amount of the energy needed by the concerning households and can provide a surplus of energy to the general public – in the case of Waterford/Ikwezi that means about 1.500.000 kWh per year. Through the incomes generated by the feed-in-tariff fixed in South Africa the electricity provided gives a reasonable return on investment thus the refinancing of the project is ensured without any rent for the houses to be needed.

In our proposal for the design of social houses for South Africa we raised the living space required by the governmental specifications of 40 m² by 10 m² to 50 m². Thus the requirements of a maximum of 10 people per house including reasonably furnished are considered. The redesigned roof can be used as terrace and storage capacity and is significantly improving the grade of living comfort. On demand the buildings can be extended both horizontally and vertically. This is giving the opportunity for small scale business to the inhabitants and thus is creating purchasing power for the municipality.

In the case of the Waterford project we felt it was unreasonable to integrate an optional bathroom as required by the specifications of the government. The Communal Waterhouse – a cross-border cooperation and pilot project of South Africa and Germany – will be a distinguished part of the future centre of the hamlet and can provide all the needed functions of a bathroom. Hence we only integrated a flushing toilet in the floor plan that is working as a closed system and can provide biomass for additional use. This technology was accepted by the authorities of the Ikwezi Local Municipality. Additionally every house is equipped with a drinking water tap connected with the projected drinking water treatment of the Communal Waterhouse.

In order to ensure an uninterrupted power supply even in case of grid blackouts which happen quite often in South Africa, every house optionally can be equipped with a low-budget solution (ca. EURO 1.000) of an inverter/power-tracking/battery system which can bridge a power failure up to one day.

All the construction materials used will be eco-friendly, the final fixing of the relevant construction technologies and building materials will be done after the project survey concerning the local resources and the final matching of the design with the local people and the concerning authorities.

The preliminary design for a new centre of the hamlet apart from the fore-mentioned Communal Waterhouse includes shops, a school and a community house as well as a potential health station. The power supply for these communal facilities will be provided by a small containerized hybrid power station based on Renewable Energies (Power & Life Container) including wind and solar power and in addition a bio-fuel generator as a back-up system. Combined with electric storage and an intelligent controlling system this utility can ensure an uninterrupted power supply even in the case of power failure up to one week.

In order to bring most parts of the value chain to local and regional stakeholders German Know-how including necessary tools and production goods will be transferred and finally owned by the municipality and/or the concerning cooperatives and companies as part of the project. Accordingly local people will be trained for installation and maintenance of solar systems as well as for eco-friendly water and waste management.

In the case of a project, a minimum of 1 000 houses has to be reached (a number of municipalities of e.g. the Province of Eastern Cape signs contracts up to this amount) the additional erecting of a production unit for the pre-fabrication of wall and/or ceiling elements with a capacity of 1 000 houses per year can be included in the project financing. This would be accompanied by qualification measures for the production technology as well as for administrative and management services.

The project volume including infrastructure and qualification measures for 100 social solar houses is up to **EURO 3,65 Mio** (incl. water- & energy and community houses, **without** school and health station - these communal buildings depend specific demands).

Scheduled provision of capital

- 50 % national investors (e.g. national Independent Power Producer IPP)
- 25 – 35 % investment Peoples Home / international Co-Investor (plus liquidity start-up phase)
- 15 – 25 % grants Government / Development Banks

For reasons of economic sustainability the project scheme of Peoples Home is basically designed for Public Private Partnerships (PPP). The projecting and operating companies short to mid-term are intended to be directed by a local and /or national management (e.g. for Sub-Sahara Africa: Broad Based Black Economic Empowered Companies).

Shareholders and dispatching of tasks in the Public Private Partnership:

- Government and municipalities: feed-in-tariff for the refinancing of the project costs, subsidies for the buildings, access to the surplus of energy, ownership of the houses
- Capital providers like banks, national and international investors: attendant micro credit programmes, Independent Power Producer IPP, tourism expansion
- Cooperatives and locals: administration and maintenance of the facilities
- Peoples Home: project management, financial engineering, controlling and monitoring

The basic goals of the project

- Improvement of the living conditions of the people in the objective area under special consideration of the Millennium Development Goals (MDG)
- Boost of the local and national business cycles (keyword South Africa: BBBEE) with the involvement of local resources (manpower, raw materials, building materials, energetic resources etc.)
- Local implementation of self-administrated cooperative models (IPP for the power supply, property management)
- Kick-off for new legal framework (e.g. feed-in-tariffs, solar roof programmes, promotion of tourism)
- Long-term cooperation with national, regional and local universities and institutes.

4.5.8 Refuse Removal

The service of refuse removal was being done twice a week in the area of Jansenville. But due to a lack of resources as well as the transportation, the routine work programme was actually developed in order to ensure that all the areas within the jurisdictions of Ikwezi are being serviced with the available resources.

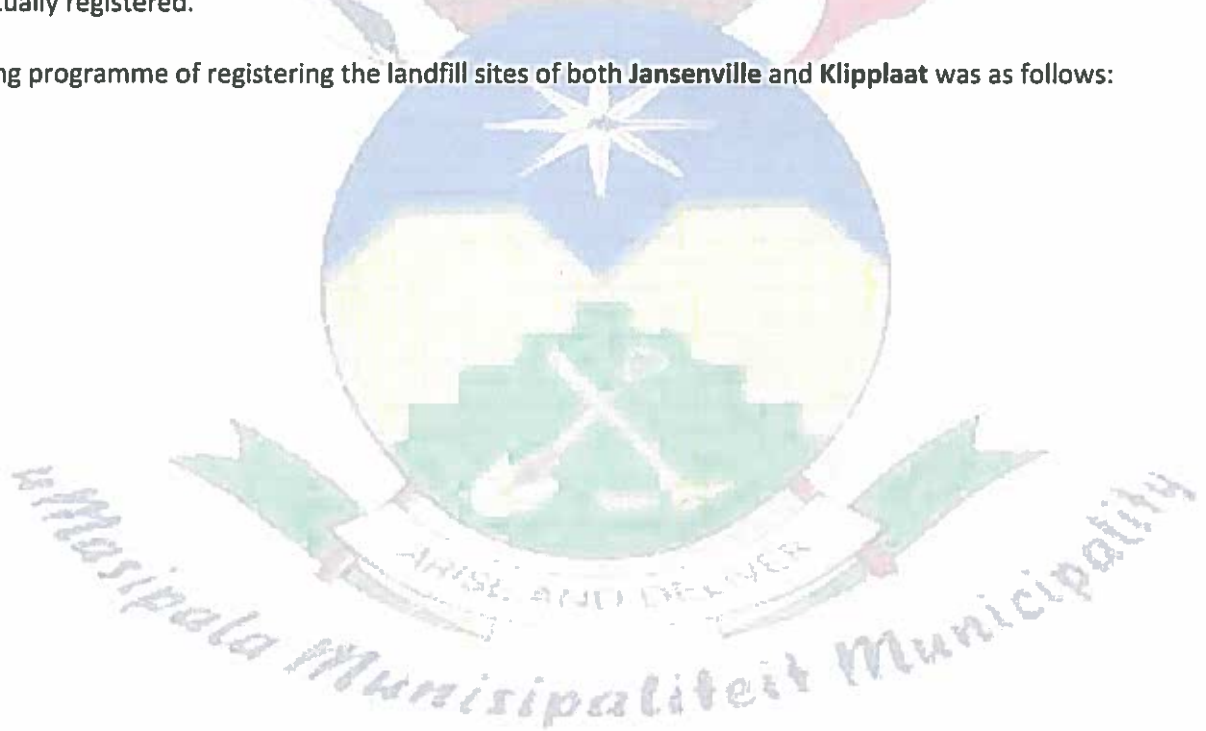
The teams of personnel in areas of Klipplaat, Jansenville, Wolwefontein and Waterford were actually established, in order to ensure the effective process of rendering the service to all the customers of the municipality. However it must be taken into account that the municipality only has one 5ton refuse Truck.

Once the refuse has been collected from all the households, it gets dumped at the municipal landfill site, but the major challenge that the municipality is faced with in terms of the landfill sites, is that both existing landfill sites of the municipality are not licensed.

This has been raised as an Audit Query of the last 2-3 years by the team of Auditors. However, the municipality of Ikwezi took initiative in terms of ensuring that the process of actually registering those landfill sites has started.

A service provider was appointed towards the end of 2012, in order to start with the process of ensuring that the landfill sites are actually registered.

The following programme of registering the landfill sites of both **Jansenville** and **Klipplaat** was as follows:



PROJECT PROGRESS REPORT

aurecon

Project	Permitting and upgrading of Kibbela Landfill Site		
Progress Period	Oct-13	Your Ref	107523
Distribution	Hilton Rossouw, Zolile Nongene	Appointment date	Sept. 2011
DEDEAT Ref	CAVB/10.11.5.7/18/007-11		
Case Officer	Chris Julius		

PROGRESS DURING PERIOD

FEIR submitted to DEDEAT on 18 Sept 2013. Awaiting acknowledgement

PROJECT PROGRAMME

Task	Description	Target date	
1	Inception & site visit	11/10/2011	Complete
2	Initial PPP (Advert, notices)	15/11/2011	Complete
3	Waste Licence application and DEDEAT project registration	15/01/2012	Complete
4	Scoping report		
	Prepare Background Information Document	12/1/2012	Complete
	Literature review	12/1/2011	Complete
	Compile draft Scoping Report	2/15/2012	Complete
	Make DSR available for I&AP comment	5/1/2012	Complete
	Finalise Scoping Report in light of public comments	6/20/2012	Complete
	Distribute final Scoping to I&APs	7/19/2012	Complete
	Submit final Scoping Report to DEDEAT	8/8/2012	Complete
	Acknowledgement by department (14 days)	10/19/2012	Complete
5	Plan of study for EIA	2/28/2012	Complete
6	Specialist Studies		
7	Environmental Impact Assessment Report		
	Compile draft EIR report	3/26/2012	Complete
	Commenting	5/15/2013	Complete
	Final EIR	6/18/2013	Complete
	Commenting	9/4/2013	Complete
	Submit final EIR to department	9/18/2013	Complete
	Acknowledgement by department	10/3/2013	Pending
	Acceptance of final EIR by department	12/2/2013	
	Decision by department	2/2/2014	
8	Compile EMP		
	Complete EMP	3/6/2012	Complete
	Integrate EMP into draft EIR	3/26/2012	Complete
	Review EMP in light of comments	6/18/2013	Complete
	Finalise EMP for inclusion in Final EIR	9/18/2013	Complete
9	Submit waste permit application to DEDEAT	12/6/2012	Complete

BUDGET

Total appointment value (incl. VAT):		R 209 793.06	
Invoiced to date:	2/24/2012	R 57 174.99	Paid
Invoiced to date:	8/3/2012	R 41 631.42	Paid
Invoiced to date:	12/6/2012	R 54 326.59	Paid
Invoiced to date:	6/21/2013	R 50 309.49	over 120 days
Status:	Outstanding invoice submitted in June 2013		

GENERAL COMMENT

Engineering designs required for upgrade and final document. Inveed LM to apply for WOLA with DWA once design has been finalised.

Author:	Theresa Duvvabaga	Signature:	Not signed - E-copy
Designated:	Technical Director - Environmental Services	Date:	25-09-13
Tel:	T: +27 41 503 5953 F: +27 86 606 2037 M: +27 72 345 9778	Email:	
	Theresa.Duvvabaga@aurecon.co.za		

PROJECT PROGRESS REPORT

aurecon

Project:	Permitting and upgrading of Jansenville Landfill Site		
Progress Period:	Oct-13	Your firm Ref:	107525
Distribution:	Hilton Rossouw, Zolile Nongene	Appointment date:	Sept. 2011
DEDEAT Ref:	CAB/10, 11, 15, 7, 18/008-11		
Case Officer:	Chris Julius		

PROGRESS DURING PERIOD

EIR acknowledged by DEDEAT on 28 August 2013. Awaiting acceptance.

PROJECT PROGRAMME

Task	Description	Target date	
1	Inception & site visit	11/10/2011	Complete
2	Initial PPP (Advert, notices)	15/11/2011	Complete
3	Waste Licence application and DEDEAT project registration	15/01/2012	Complete
4	Scoping report		Complete
	Prepare Background Information Document	12/1/2012	Complete
	Literature review	12/1/2011	Complete
	Compile draft Scoping Report	2/15/2012	Complete
	Make DSR available for I&AP comment	5/1/2012	Complete
	Finalise Scoping Report in light of public comments	6/20/2012	Complete
	Distribute final Scoping to I&APs	7/19/2012	Complete
	Submit final Scoping Report to DEDEAT	8/8/2012	Complete
	Acknowledgement by department (14 days)	10/19/2012	Complete
5	Plan of study for EIA	2/28/2012	Complete
6	Specialist Studies		
7	Environmental Impact Assessment Report		
	Compile draft EIR report	3/10/2013	Complete
	Commenting	4/19/2013	Complete
	Final EIR	7/11/2013	Complete
	Commenting	8/1/2013	Complete
	Submit final EIR to department	8/21/2013	Complete
	Acknowledgement by department	8/28/2013	Complete
	Acceptance of final EIR by department	10/27/2013	Pending
	Decision by department	12/28/2013	
8	Compile EMP		
	Compile EMP	7/1/2012	Complete
	Integrate EMP into draft EIR	7/1/2012	Complete
	Review EMP in light of comments	7/11/2013	Complete
	Finalise EMP for inclusion in Final EIR	8/1/2013	Complete
9	Submit waste permit application to DEDEAT	12/6/2012	Complete

BUDGET

Total appointment value (including VAT):		R 182 051	
Invoiced to date:	22/4/2012	R 59,451.76	Paid
Invoiced to date:	8/3/2012	R 54,140.06	Paid
Invoiced to date:	6/12/2012	R 45,722.12	Paid
Invoiced to date:	21/06/2013	R 42,538.79	over 120 days
Status:	Outstanding Invoice issued in June 2013		

GENERAL COMMENT

Engineering designs required for upgrade and final document. I have LM to apply for WULA with DWA once design has been finalised.

Author:	Thijsma Duvenhage	Signature:	Not signed - e-copy
Designator:	Technical Director - Environmental Services	Date:	25-08-13
Tel:	T +27 41 503 9300 F +27 06 600 4007 M +27 72 355 9016	Email:	Thijsma.Duvenhage@aurecon.co.za

4.5.9 ROADS INFRASTRUCTURE

a) Tarred Roads

The area of Jansenville has 6,785km of road infrastructure that is currently tarred or surfaced, but due to lack of maintenance on these roads, the municipality will be required to reseal most of them. Klipplaat has 7,305km of roads infrastructure that has been tarred or surfaced.

b) Gravelled Roads

The municipality is still faced with a huge backlog when it comes to the issue of gravel roads in the entire area of Ikwezi.

Jansenville: 16,230km
Klipplaat: 25,580km

41,810km of roads infrastructure requires urgent attention from the municipality. Due to a lack of funding and resources the municipality has approved a strategy called Improve Road Project; they will deal with at least 2-3km of road infrastructure each financial year, in order to decrease the backlog by the year 2031.

c) Cost of Construction/Maintenance/ storm water

During the year under review the municipality has actually managed to develop a proper plan in terms of the backlog on roads infrastructure in the entire area of Ikwezi. **Table 1(a)**

Town	Area	Road	Type	Work	Kerbs	Storm water	Length (m)
JANSENVILLE	Primrose	Primrose	Surfaced	Re-slurry	Ok	Ok	580
	Mauritius		Surfaced	Re -slurry	Ok	Ok	1080
	Phumlani		Gravel	Construction	Construction	Construction	2250
	South of Primrose		Surfaced	Re - slurry	Ok	Ok	1685
	Borchards and Hollard	Main	Gravel	Grave Pothole & Reseal	Ok	No	2275
			Surfaced		Ok	Ok	585
	Draai and Brickfields	Main	Surfaced	Reseal	Ok	Ok	3020
			Surfaced	Reseal	Ok	Ok	815
	Jansenville East	College	Surfaced	Reseal	Ok	Ok	1250
		Main street	Surfaced	Reseal	No	No	770
		Boom Street	Surfaced	Reseal	No	No	1460
		Below Sports Field	Gravel	Construct	Construct	Construct	1530
		Mark	Surface	Reseal	Construct	Construct	1250
		Boom to Main	Surface	Reseal	Construct	Construct	1250
		Mark + 4 others	Gravel	Construct	Construct	Construct	1250

Jansenville West	Reservoirs	Gravel	Construct	Construct	Construct	670
	Queen	Gravel	Construct	Construct	Construct	300
	Hill	Gravel	Construct	Construct	Construct	320
	Slambert	Gravel	Construct	Construct	Construct	295
	High	Gravel	Construct	Construct	Construct	175
	North	Gravel	Construct	Construct	Construct	1200
	Camp	Gravel	Construct	Construct	Construct	180
	Cyr	Gravel	Construct	Construct	Construct	470
	Fourie	Surfaced	Reseal	Construct	Construct	1150
	Main Street	Surfaced	Reseal & Construct	Construct	Construct	450
	Main – Memorial – R75	Surface	Reseal	Construct	Construct	1365
	Boom	Gravel	Construct	Construct	Construct	730
	Unnamed Boom	Surfaced				
	Kerk : Fourie Main	Surfaced	Slurry	Ok	Ok	260
KLIPPLAAT	Kerk: Boom	Surfaced	Reseal	Construct	Construct	250
	West of Kerk	Surfaced	Reseal	Construct	Construct	570
	Klipplaat Central	Surfaced	Reseal	Ok	Construct	4565
	Dan Sandi	Gravel	Construct	Construct	Construct	8710
	Wongaletu	Gravel	Construct	Construct	Construct	5560
Princevale		Surfaced	Reseal	Ok	Construct	1640
		Gravel	Construct	Construct	Construct	7340
		Surfaced	Reseal	Ok	Construct	1100
		Gravel	Construct	Construct	Construct	3290
North of Princevale		Gravel	Construct	Construct	Construct	680

CAPE SEAL SURFACING

JANSENVILLE COST ESTIMATE – NEW ROADS				
Description	Units	Quantity	Rate	Price
Site Clearance	Ha	17	12500	212,500.00
Earthworks				
Cut to Spoil Hard	m ³	1461	95	138,766.50
Cut to Spoil Soft	m ³	3652	35	127,811.25
Rip and Compact Insitu	m ³	14607	60	876,420.00
Imported G5 Subbased 150mm	m ³	23022	200	4,604,400.00
Imported G2 Base 125mm	m ³	10144	470	4,767,562.50
Cape Seal	m ²	81150	85	6,897,750.00
Kerbs	M	40160	175	7,028,000.00

Sub Total		24,653,210.25
Contingencies at 10%		2,465,321.03
P&G's at 14%		3,451,449.44
SUB –TOTAL		30,569,980.71
Escalation at 5%		1,528,499.04
TOTAL		32,098,479.75
VAT at 14%		4,493,787.16
TOTAL		36,592,266.91

JANSENVILLE COST ESTIMATE – POTHOLES – RESEAL – KERBS				
Description	Units	Quantity	Rate	Price
Repair Potholes	Sum			500,000.00
Cape Seal	m ²	40710	85	3,460,350.00
Kerbs	M	13570	175	2,374,750.00
Sub Total				6,335,100.00
Contingencies at 10%				633,510.00
P&G's at 14%				886,914.00
SUB –TOTAL				7,855,524.00
Escalation at 5%				392,776.20
TOTAL				8,248,300.20
VAT at 14%				1,154,762.03
TOTAL				9,403,062.23

MAINTENANCE COSTS

TOWN	YEAR (1)	YEAR (2)	YEAR (3)
JANSENVILLE	1,200,000	1,500,000	1,700,000
KLIPLAAT	950,000	1,200,000	1,350,000

KLIPLAAT : COST ESTIMATE – NEW ROADS				
Description	Units	Quantity	Rate	Price
Site Clearance	Ha	26	12500	306,960.00
Earthworks				
Cut to Spoil Hard	m ³	2302	95	218,709.00
Cut to Spoil Soft	m ³	5756	35	201,442.50
Rip and Compact Insitu	m ³	23022	60	1,381,320.00
Imported G5 Subbased 150mm	m ³	23022	200	4,604,400.00
Imported G2 Base 125mm	m ³	15988	470	7,514,125.00
Cape Seal	m ²	127900	85	10,871,500.00
Kerbs	M	51160	175	8,953,000.00
Sub Total				34,051,456.50
Contingencies at 10%				3,405,145.65
P&G' at 14%				4,767,203.91
SUB –TOTAL				42,223,806.06

Escalation at 5%		2,111,190.30
TOTAL		44,334,996.36
VAT at 14%		6,206,899.49
TOTAL		50,541,895.85

LIPPLAAT: COST ESTIMATE – POTHOLES – RESEAL – KERBS

Description	Units	Quantity	Rate	Price
Repair Potholes	Sum			600,000.00
Cape Seal	m ²	43830	85	3,725,550.00
Kerbs	M	14610	175	2,556,750.00
Sub Total				6,882,300.00
Contingencies at 10%				688,230.00
P&G's at 14%				963,522.00
SUB –TOTAL				8,534,052.00
Escalation at 5%				426,702.60
TOTAL				8,960,754.60
VAT at 14%				1,254,505.64
TOTAL				10,215,260.24

4.5.10 Storm water

Storm water infrastructure together with the upgrading and repairs has been dealt with on Table 1(a).

a) Storm Water Infrastructure

Based on the costs provided above, the municipality will be embarking on the open v-drains system with roll over kerbs, hence there are costs related to storm water. Based on the existing infrastructure, the municipality is busy with constant maintenance of storm water drainage system.

b) Cost of Construction/Maintenance

4.6 MUNICIPAL INFRASTRUCTURE AND OTHER GRANTS

MUNICIPAL GRANTS WHICH WERE RECEIVED IN 2013/14 FINANCIAL YEAR	
MUNICIPAL INFRASTRUCTURE GRANT - (MIG)	-
CAPACITY BUILDING (DWA) PROCESS CONTROLLERS	R300,000
INTERGRATE NATIONAL ELECTRIFICATION PROGRAMME -(INEP)	R0,00
REGIONAL BULK INFRASTRUCTURE GRANT – (RBIG)	R0,00
EXPENDED PUBLIC WORKS PROGRAMME – (EPWP)	R1,000,000
ACCELERATED INFRASTRUCTURE PROGRAMME	R1,000,000
SARAH BAARTMAN DISTRICT MUNICIPALITY – DEEP DRILLING	R1,000,000

4.7 ADDITIONAL PERFORMANCE

The table below enclose all additional performance of the municipality:

Type of service	2012/13	2013/14	2014/15
General Law enforcement			
FIRE SERVICES			
Operational call-outs	No records	No records	No records
Reservists and volunteers trained	No records	No records	No records
Awareness initiatives on fire safety	No records	No records	No records
Local economic development initiatives			
Small business assisted	23	36	42
SMME's trained	11	22	12
Community members trained for tourism	5	0	0
Local artisans and crafters assisted	4	9	3

Table: 36

4.8 LED

4.8.1 HIGHLIGHTS: LED

The following performance highlights with regard to the implementation of the LED strategy are:

Highlights	Description
<ul style="list-style-type: none"> Agricultural sector is the biggest employer in the area Commercial and business development in the area is confined to the urban centres of Jansenville. Tourism is seen as another priority sector for the allocation of resources and the target niche markets that have been identified are Eco-tourism Green energy, Small-scale manufacturing, Construction Gypsum is presently mined in Ikwezi 	<ul style="list-style-type: none"> Ikwezi has no industrial economy and there is a high dependency on agricultural activities, including agro-processing. The agricultural sector has shown employment growth and could provide opportunities for further development. Agri-Hunting, Safari Tourism and Cultural Tourism and it is noted that the proximity of Addo Elephant Park offers opportunities Small-scale manufacturing, Construction and the re-opening of the dysfunctional Railway line are other opportunities that have been identified to uplift the economy. Pretoria Portland Cement but there are possible other mining opportunities offered by the marginal Mining of gypsum deposits of uranium, rutile, titanium oxide, phosphates and slate.

Table 38: LED Highlights

4.8.2 CHALLENGES: LED

The following challenges with regard to the implementation of the LED strategy are:

Description	
<ul style="list-style-type: none"> Lack of information around the extent of land with arable, grazing and forestry potential. 	
<ul style="list-style-type: none"> Lack of information around the extent & level of utilisation of land for arable, grazing and forestry 	
<ul style="list-style-type: none"> Lack of information around the number of cattle, sheep and goats. 	
<ul style="list-style-type: none"> No information traced on available agricultural infrastructure, its condition and functionality. 	

• No information found dealing with agricultural infrastructure backlogs.				
•				
• Lack of projections in respect of required agricultural infrastructure.				

Table 39: LED Challenges

4.8.3 STRATEGIC OBJECTIVES

Local Economic Development (LED) includes all activities associated with economic development initiatives. The municipality has a mandate to provide strategic guidance to the municipality's integrated development planning and economic development matters and working in partnership with the relevant stakeholders on strategic economic issues.

The LED strategy identifies various issues and strategic areas for intervention such as:

Objectives	Strategies
<ul style="list-style-type: none"> • Sector Focus • Infrastructure Development • Business Support Initiatives Skills Development • Poverty Alleviation • Strategic Approach 	<ul style="list-style-type: none"> • Systematic poverty eradication through integrated and multi-dimensional approach to pro-poor programming. • Transformation of the agrarian economy and adding strength to household food security. • Consolidation, development and diversification of Agriculture, manufacturing and tourism. • Economic Infrastructure development • Focus on economic development and job creation • Prioritize projects with socio-economic spin-offs

Table 40: LED Objectives and Strategies

4.8.5 LED INITIATIVES

With a limited budget for LED Projects and one official assist with LED implementation the following initiative has been initiated as set out in the table below identifies the detail of the various LED initiatives in the municipal area:

Project name	Ward	Period	No of jobs created
NARYSEC	3 &4	12 Months	5
CWP	All wards	4 YEARS	1000
EC Elimination of Invasive Species	All wards	10 MONTHS	145
Tarring of College Street	Ward 1	6 MONTHS	15
Working for water	Ward 1	3 YEARS	36
Installation of High Mast Lights in Klipplaar	All wards	6 MONTHS	17
Sakhisizwe	All wards	3 YEARS ENDING MARCH 2013	348

Table 42: LED in it natives

MOHAIR SUMMIT

The International Mohair Summit 2013, which took place in Jansenville, Eastern Cape, South Africa from Wednesday 30th October – Saturday 2nd November 2013, was the showcase of the Mohair Industry in South Africa and placed South Africa and the Eastern Cape as the global hub of the Mohair industry.

South Africa is the pivot of the global mohair industry, with around 50% of world production emanating from these shores. We are renowned for our excellent quality mohair which is sought all over the world. Unfortunately, in line with global agricultural trends, mohair production has gradually declined over the past 23 years.

The objective behind the Summit was to reignite this labour intensive industry which forms the heart of many rural economies including the Ikwezi district and to stimulate the niche production of end products. By bringing together international users of mohair, fashion brands, as well as the dedicated stockmen and producers of mohair and government departments, the aim was to bring about renewed interest and a sustainable future for the mohair industry. In so doing, it would stimulate the rural economy and foster sustainable job creation.

The Summit brought together a diverse range of stakeholders and in particular, aimed to strengthen relationships between industry and government. To this end, the primary focus was to ensure that government (especially those supporting the Summit via Financial, Technical and Backup support) provided leadership in the implementation of equitable and sustainable rural communities with special emphasis on food security.

In particular, the rural development mandate has been to push for drastic transformation that is essential if it is to be successful. Indeed, a key objective for the International Mohair Summit was to assist the poorest of the poor farmers to start producing not only for their families, but so that they are in a position to sell their products, thereby elevating their status economically. Through these efforts, the development of this farming group will have a significant impact on our economy as a whole. These farming communities are made up of a diverse group, including subsistence, small holder, communal and commercial farmers.

Target Audience:

All role-players within the Mohair Industry
Public – National/International and Local (rural)
Current and potential Angora farmers
General farming community
Users and manufacturers of mohair
Media (agricultural, designers, business, craft, accessories)
Government

- Retail buyers
- Designers (fashion, knitwear, industrial & interior)
- Architects
- Crafters
- Tourism Industry
- Educational institutions (schools, tertiary & trade)
- The Key benefits of hosting the event were:
 - Development and growth of the Mohair Industry
 - Provide opportunities for investment and business deals
 - International recognition of South Africa as the global leader in the industry
 - Training and skill sharing of local residents
 - SME and Job creation

- Short term financial benefits to Local SME's and residents
- Community development and up grading of local facilities

A monthly report as to the planning of the Summit was provided by the appointed project managers and reviewed at both the Technical committee meetings and full Stakeholder meetings held at regular intervals for the duration of the months leading up to the Summit.

Goals

There were a number of goals for this event, including

Raise awareness of the fibre and industry in SA & Internationally

Assist with rural development and stimulate production of mohair Create business to business opportunities

Showcase the industry and introduce end consumers to the industry Form closer working relationship with Government

Attract emerging farmers to the industry Discuss opportunities & obstacles in the industry

Position the Angora goat & Mohair industry as a career choice for the youth

Address the current shortage of classers and shearers by positioning the skills and art required to carry out these functions

Address the shortage of stockmen & women by positioning this job as a career choice (training) address the knitting skills shortage in order to generate crafted products

Showcase what bi-products of the Angora goat can be and are being manufactured to wholesale and retail buyers from SA & Internationally

To promote Tourism to the Karoo Area

Promote & develop the social – economic status of the residents of the rural Karoo

Outcomes of the 2013 International Mohair Summit (based on the goals)

Raise awareness of the fibre and industry in South Africa and internationally

This goal has been achieved and built on the initial platform laid by the 2009 International Mohair Summit.

Compared with prices a year ago, the average price of mohair has increased by 51%, reflecting an overall increased global demand for the fibre.

The profile of the industry has been raised considerably and there has been a marked increase in requests from emerging farmers interested in Angora Goat farming to receive more information, as the value of the fibre and the profitability of Angora goat farming has reached the emerging sector.

Assist with rural development and stimulate production of Mohair

With the Summit taking place in Jansenville, a major opportunity was created to create real inroads into development in Jansenville itself and to use the Summit as a catalyst. Unfortunately, however, for a number of reasons, this not materialise post the Summit.

It is important to note that the industry in general has not shed any jobs, but has, in fact expanded due to the increased number of participants within the industry.

Various infrastructure upgrades were undertaken to prepare the town for the Summit, which included the following:

- Upgrade of the water supply
- Upgrade of the electricity supply
- Expansion and upgrade of the town hall, which can now be utilised as an income generating source for the municipality going forward
- Beautification of the town
- The upgrade of the cricket field, which will now be available to be used by the schools in Ikwezi

A number of small businesses were trained and skills were successfully transferred. These initiatives should now be expanded upon by the Ikwezi Municipality.

Create business to business opportunities

This goal was achieved and these opportunities were indeed created amongst the role players attending the Summit.

Show case the industry and introduce and consumers to the industry

The industry was indeed showcased, as can be seen by the publicity achieved and many consumers were introduced to the industry and its products as a direct result of this publicity. However, because the location of the Summit was a distance from major centres, the personal reach to the end consumers was unfortunately limited.

Form closer working relationship with Government

The 2009 Summit initiated the process of interaction between the Industry and Government. This was built on further and expanded by the 2013 International Summit, primarily through the co-operation and formation of a working group to drive the Investors Conference to seek mutual areas of growth and opportunity between the Industry and Government.

Thanks the workshops between labour, farmers and government, a better working relationship and understanding of one another's challenges was established, leading to increased trust between these entities. It is important that agreements should be considered to cement these relationships going forward.

Attract emerging farmers to the industry; discuss opportunities and obstacles in the industry; position on the angora goat and mohair industry as a youth career choice

One of the criticisms raised about the Summit was that the level of emerging participation has been disappointing and that the emerging farmers did not have the opportunity to benefit from the good prices achieved at the ram sale.

What must be taken into consideration is that it takes many years to become an established ram breeder with good enough genetics to sell effectively at the ram sales. That said, however, it is acknowledged that the strategy that has been followed by the Industry with regard to empowerment may not have had the desired outcome.

Subsequent to the Summit the Empowerment Trust has made a strategic direction change with regard to its vision for empowerment and, with the assistance of the National Agricultural Marketing Council, has mapped out a new path for empowerment, focusing on individual black commercial farmers with access to land.

The Empowerment Trust will fund goats for new black commercial farmers to start their successful Angora goat farming operations. A strict selection process will be conducted, and the farmers will also be trained and mentored, with the cost of the goats being recouped over a maximum of five years.

These farmers will market their mohair through the mohair brokers on the official scheduled auctions, with an agreement in place with the relevant broker, the farmer and the Empowerment Trust.

The process is currently underway to draft the legal documentation for these projects and will be communicated to all strategic partners once approved by the Empowerment Trust.

Address the current shortage of classers and shearers by positioning the skills and art required to carry out these functions: address the shortage of stockmen and women by positioning this job as a career choice (training)

Training forms an integral part of skills improvement within an industry. Post the summit, this strategy has also been realigned and an agreement was entered into between Empowerment Trust and the Department of Rural Development and Agrarian Reform to utilise the Jansenville Experimental farm as a Training Centre for the mohair industry. The first training session was conducted during April 2014, with the second training course scheduled for July 2014.

A contract has also been entered into with Agriseta to develop a livestock curriculum, focused on angora goat farming.

Address the knitting skills shortage in order to generate crafted products; showcase what bi-products of the angora goat can be and are being manufactured to wholesale and retail buyers from SA and internationally.

Four very important focus areas were identified at the Summit for the further development of business opportunities and job creation:

Goat meat processing

Trials have already been undertaken on the viability of selling goat meat in affordable vacuum sealed packs at retail points in Graaff-Reinet.

The South African Mohair Growers and DRDAR have already started further discussions with the relevant company in Jansenville.

Action Plan / lead: DRDAR; SAMGA

Tannery

The possibility exists to establish a skin tannery in the Klipplaat area. Funding for a feasibility study has been made available to Ikwezi Municipality and must be further investigated and the feasibility study executed.

Action Plan / Lead: Ikwezi / ECDC

Slipper factory

The revitalisation of a slipper factory in Jansenville must be investigated and a business plan must be compiled. The factory could use a combination of both Angora goat as well as sheep skins. The ideal would be that the skins are supplied by the tannery referred to above.

Action Plan / Lead: Ikwezi / ECDC / MSA

Carpet Weaving

An international delegate from New Zealand has donated his carpet tufting machine, as well as the intellectual property associated with the manufacturing process to the community of Jansenville, as he wanted to make a real difference to the people in the area. The machine will be sent over to South Africa and he has undertaken to provide the training as well.

All of the above are real opportunities that arose as a direct result of the Summit and, with proper management can lead to real job opportunities and the empowerment of the people of the Ikwezi region. All of the above projects will have to be driven by a dedicated organisation and can be implemented in the short to medium term.

Action Plan / Lead: MSA / Ikwezi

To promote tourism to the Karoo area; Promote and develop the socio – economic status of the residents of the rural Karoo

This objective was achieved, with many delegates extending their stay and returning to the region after the Summit.

The skills transferred in partnering with established business also had a real long term impact, with one of the local caterers being used to provide meals for the trainees at the Experimental farm during April 2014.

Many more similar opportunities were however lost, due to poor communication by the Ikwezi Municipality to the local business community and its people

Budget

The budget was trimmed a few times in the lead up to the Summit. Herewith a summary that indicates the original signed off budget, as well as the reduced budget agreed to prior to the Summit taking place.

Original Agreed budget	R10, 528,303.70
Final Agreed budget pre conference	R 8,205,451.53
Actual Spent	R7, 271,867.44
Therefore saving on original Budget	R3, 256,436.26
Saving on pre-conference budget	R999 584.09

Please note that all figures are VAT Excl.

Funding

The main funders were as follows:

- Department of Rural Development and Agrarian Reform – R4, 788,000
- ECDC - R1, 500,000
- Mohair Industry - R1, 350,000
- SARAHA BAARTMAN - R 500,000

Local Development

Wherever possible, local suppliers were contracted for all services, but a large number had to be contracted from the Nelson Mandela Bay area. The only services that were contracted from outside the Eastern Cape were marquee tents. However, the successful tenderer for this service does have a branch located in Nelson Mandela Bay and some of the organisations who sub-tendered on this contract are also from Nelson Mandela Bay.

Wherever possible, key suppliers were required, as part of their tender contract, to partner with small businesses and entrepreneurs in order to benefit them and ensure that some profit was returned to the economy.

Beneficiation – Ikwezi Local Economy

Great efforts were made to use local SMME's and Residents. As a result 48 People were employed directly by the Summit as well as 23 Performance Groups (+/- 130 People). This totals a spend of R141, 750.

4.9 SERVICE PROVIDERS STRATEGIC PERFORMANCE

Section 76(b) of the MSA states that KPA's should inform the indicators set for every municipal entity and service provider with whom the municipality has entered into a service delivery agreement. According to AG's office:

- a) Service provider means a person or institution or any combination of persons and institutions which provide a municipal service
- b) External service provider means an external mechanism referred to in section 76(b) which provides a municipal service for a municipality
- c) Service delivery agreement means an agreement between a municipality and an institution or person mentioned in section 76(b) in terms of which a municipal service is provided by that institution or person, either for its own account or on behalf of the municipality

Section 121(b) of the MFMA and Section 46 of the MSA further state that a municipality should include the following related to service providers in its annual report:

- The performance of each service provider;
- A Comparison of the performance with targets set for and performances in the previous financial year; and
- Measures taken to improve performance.

The purpose of this section is to provide information related to the performance of external service providers. Only services rendered for an amount more than R200 000 are listed.

The table below indicate service providers utilised according to functional areas:

a) Office of Municipal Manager

Description of services rendered	Term of contract	Performance areas	Performance rating	Performance comment	Corrective measures
----------------------------------	------------------	-------------------	--------------------	---------------------	---------------------

None-

Table 43: Service Providers Performance – Office of the Municipal Manager

b) Corporate Services

Description of services rendered	Term of contract	Performance areas	Performance rating	Performance comment	Corrective measures
----------------------------------	------------------	-------------------	--------------------	---------------------	---------------------

None-

Table 44: Service Providers Performance – Corporate Services

c) Financial Services

Description of services rendered	Term of contract	Performance areas	Performance rating	Performance comment	Corrective measures
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown

Table 45: Service Provider Performance – Financial Services

d) Community Services

Description of services rendered	Term of contract	Performance areas	Performance rating	Performance comment	Corrective measures
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown

Table 46: Service Providers Performance – Community Services

e) Municipal Services and Infrastructure Development

Description of services rendered	Term of contract	Performance areas	Performance rating	Performance comment	Corrective measures
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown

Table 47: Services Providers Performance – Engineering Services

No contract Register- No information available

f) Strategic Services

Description of services rendered	Term of contract	Performance areas	Performance rating	Performance comment	Corrective measures
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Unknown	Unknown	Unknown	Unknown	Unknown	Unknown

Table 48: Service Providers Performance – Electro-Technical Services

CHAPTER 5: FUNCTIONAL PERFORMANCE

This chapter provides information on the functional performance of the municipality on the municipality of the Top Layer and Departmental SDBIP for 2014/2015.

The municipal functions are as indicated below:

MUNICIPAL FUNCTION	MUNICIPAL FUNCTION YES/NO
Air Pollution	No- not in industrial area
Building Regulation	Yes
Child Care Facilities	No
Electricity and Gas Reticulation	Yes
Firefighting services	Yes
Local Tourism	Yes
Municipal Airports	No
Municipal planning	Yes
Municipal Health Services	No
Municipal Public Transport	No
Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this Constitution or any other law	Yes
Pontoons, ferries, jetties, piers and harbors excluding the regulations of international and national shipping and matters related thereto	No
Storm water management systems in built up areas	Yes
Trading regulations	Yes
Water and sanitation services limited to portable water supply systems and domestic waste water and sewage disposal systems.	Yes
SCHEDULE 5 PART B	
Beaches and amusement facilities	No
Cemeteries, funeral parlours and crematoria	Yes
Cleansing	Yes
Control of public nuisances	Yes
Control of undertakings that sell liquor to the public	Yes
Facilities for the accommodation, care and burial of animals	No
Fencing and fences	No
Licensing of dogs	No
Licensing and control of undertakings that sell food to the public	No

Local Amenities	Yes
Local sport facilities	Yes
Markets	No
Municipal abattoirs	Yes
Municipal Parks and Recreation	Yes
Municipal roads	Yes
Ponds	No
Public places	No
Refuse Removal, refuse dumps and solid waste disposal	Yes
Street trading	Yes
Street Lighting	Yes
Traffic and Parking	Yes

Table 1: Functional Area

5.1 PERFORMANCE HIGHLIGHTS PER FUNCTIONAL AREAS

Directorate/Functional area	Sub Directorate	Highlights
Council and Executive	Internal Audit	The Internal Audit function was outsourced to KMPG, but this appointment has since lapsed. Ikwezi Local Municipality is putting in place a plan to reinforce the Internal Audit Unit. In addition to this an Audit Action plan was developed and is monitored on a monthly basis to ensure that improvement measures are in place. A2A is currently doing the Internal Audit for Ikwezi Local Municipality.
Corporate Services	Secretariat & Facility Management	Four ward committees have been established, each consisting of ten members, all of whom received training in 2013/2014 financial year.

	Human Resources	A Human Resource plan was drafted in 2011 with the assistance from the Department Of Local Government and Traditional Affairs. The draft HRP underwent several amendments and has now been work shopped with the staff. The reviewed HRP strategy will be tabled to council for consideration and adoption in 2014/2015
	Records & Customer Care	Policy on Customer to be developed. There is an existing plan to compile a Records Management Policy.
	Aerodrome	N/A
Financial Services	Income	Total Revenue has increased by 1.5% since the last financial year
	Budget and Treasury	Budget and Treasury Office established objectives including investment in Human Capital, implementation of MFMA and Property Rates Act, Performance of the Treasury Function, Management of the Municipal Revenue, Maintenance of Internal Financial Control, and to have a clean Audit Report by 2016
	Information Technology	Ikwezi Local Municipality has developed a website. Two I.T interns have been contracted to the municipality for the next two years. Ikwezi Municipality is also used as a training hub for information technology.
Community Services	Housing & Beaches	2070 greenfield housing units have been completed or are under construction. The Ikwezi Housing Sector Plan (2011-2016) analysed housing demand and the housing process within the municipality in detail and proposes a strategic program for improved Housing delivery.

	Library Services	There is a library in Jansenville and one in Klipplaat. There is a library service available in Toekomst Farm School near Waterford.
	Public Safety: Fire	Ikwezi operates a fire fighting service that also provides fire prevention, and road rescue services.
	Public Safety: Disaster Management	The Mayor and Ikwezi Disaster Management Officer have held discussions with the community to facilitate the establishment of the Ikwezi Municipal Disaster Management Advisory Forum.
	Public Safety: Law Enforcement	Police station is located at 9 Nordeu Street.
	Public Safety: Traffic Control	A fully functional motor vehicle testing center is located in Jansenville.
	Social Services	Ikwezi Municipality interacts with the Community Based Organization, through Local Aid Council, which is chaired by the Mayor
Municipal Services & Infrastructure Development	Parks and Recreation	Ikwezi Municipality hosts the Easter Tournament annually, in which 12 soccer clubs participate. Sports facilities are within easy reach of the urban community.
	Waste Management	79% of households in Ikwezi Local Municipality have access to weekly waste removal services.
	Civil Works	The Department of Water Affairs (DWA) is assisting Ikwezi Municipality for refurbishment of the installation of pump sets in Jansenville, as well as reparations to the final evaporation pond at the Waste Water Treatment Works (WWTW).
	Electrical & Mechanical Services	Ikwezi Local Municipality is the licensed distributor of electricity and buys in bulk for distribution within its approved area of supply.

Strategic Services	Roads Infrastructure	Ikwezi Local Municipality has allocated an annual budget for the operation and maintenance of infrastructure.
	Water Quality Control	The municipality has a project which focuses developing water control, water demand management plan including meter Repair/pipe leaks and replacement plan. The Cluster Regional Water Scheme has been looking to broaden the water source options and improve the water quality.
	Building Control & Infrastructure Maintenance	There are 6 community facilities within the municipality. The proposed budget is R6 million for renovation to these facilities
	IDP	The IDP takes all reasonable steps within the framework of national and provincial housing legislation to ensure that the inhabitants within the area have access to adequate housing on a progressive basis. The objectives of the IDP also takes into consideration the improvement of basic education, decent employment through inclusive economic growth, a skilled and capable workforce, an accountable, effective and efficient local government system, an equitable and sustainable rural community and food security.
	LED	Ikwezi Local Municipality obtains the best value for money by supporting local service providers and contractors; black economic empowerment by facilitating access to acquisitions and disposals. Ikwezi is successfully implementing the CWP, EPWP and Anti- Poverty Programs.
	Performance Management	The Ikwezi Local Municipality developed a Performance Management System/ Framework in 2012/2013. As per the Institutional Development, a project has been undertaken to install electronic performance management systems affecting all levels of the organization.
	Tourism	Ikwezi Local Municipality has a strategy to promote the R338 Baroe link for tourism

		<p>purposes as well as supporting the R75 as a key access and tourism corridor and the Klipplaat Jansenville link as a strategic corridor between the municipality's primary and secondary urban nodes.</p> <p>Jansenville hosts the International Mohair Summit annually.</p>
--	--	--

Table 2: Performance Highlights per functional area

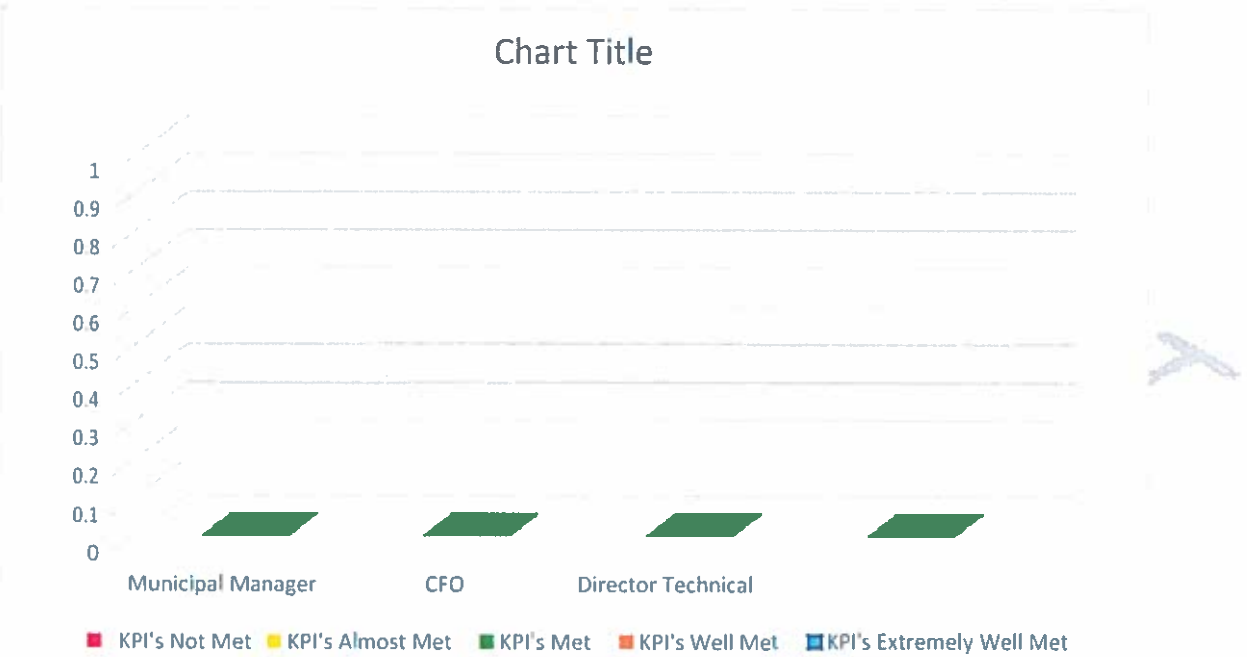
5.2 OVERVIEW OF PERFORMANCE

The performance statistics in the table below and all the graphs in the following sub paragraphs include performance in terms of the Departmental SDBIP, which measures operational performance, as well as the performance in terms of the Top Layer SDBIP. The graph for each directorate is an overview of the overall results of all the KPI's measured in terms of the municipal SDBIP performance management system.

Directorates	Financial Year	Total KPI's	KPI's extremely well met	KPI's well met	KPI's met	KPI's almost met	KPI's not met
Municipal Manager	2014/2015	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Financial Service	2014/2015	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Infrastructure Development and Municipal Services	2014/2015	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown
Strategic Services	2014/2015	14	10	10	10	10	4
Ikwezi Municipality	2014/2015	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown

Table 3: Summary of Total Performance

The following graph indicates the overall results of all the KPI's measured of the various directorates in terms of the municipal SDBIP performance management system.



5.3. PERFORMANCE PER FUNCTIONAL AREA (DEPARTMENTAL/OPERATIONAL SDBIP)

5.3.1 The office of the Municipal Manager consists of the following divisions:

- Municipal Manager
- Legal Services & Properties
- Administration Support
- Internal Audit

The Operational Key Performance Indicators for Office of the Municipal Manager are aligned to the following National Key Performance Areas, Municipal Key Performance Areas and the IDP Strategic Objectives:

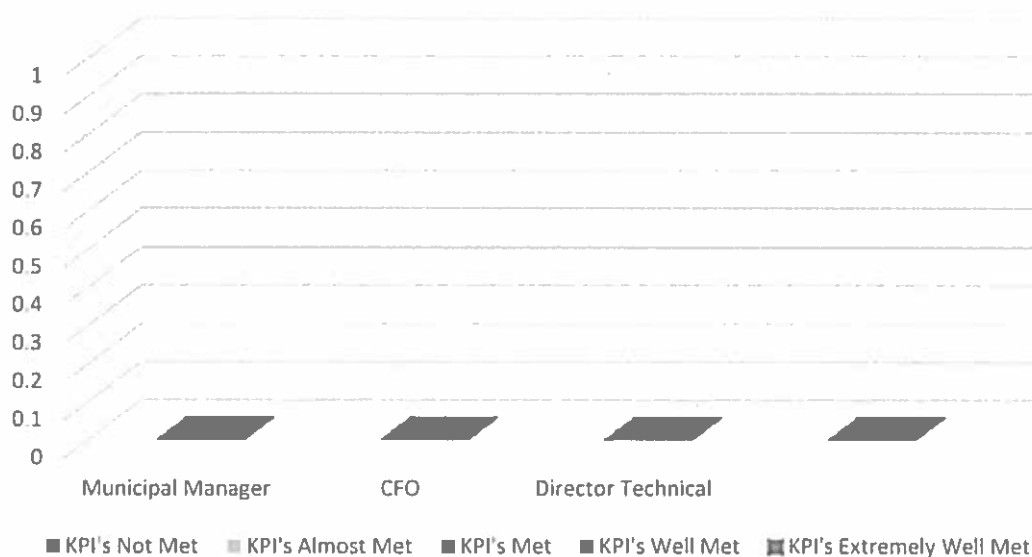
National Key Performance Areas	Municipal Key Performance Area	IDP Strategic Objectives
Good Governance and public Participation	Good Governance	Good governance through institutional transformation, intergovernmental cooperation and public consultation to ensure accountability.
Municipal Transformation and	Institutional Development	Strive to create a responsive,

Organizational Development		accountable, effective and efficient local government system. Functional and stable institution with high ethos and standards.
Municipal Financial Viability and Management	Financial Viability	To enhance the financial viability of the municipality and have a clean audit report by 2016.
Basic Service Delivery	Basic Service Delivery and Infrastructure Development	Key performance areas are water and sanitation, housing and human settlements, roads and electricity.
Local Economic Development	Local Economic Development Human Development	Creation of jobs initiative to enable the community to generate higher income levels.

Table 4: Functional alignment – Office of the Municipal Manager

The following graph indicates the overall results of the KPI's measured of the various sub-directorates within the Office of the Municipal Manager directorate in terms of the municipal SDBIP performance management system.

Chart Title



5.3.2 CORPORATE SERVICES

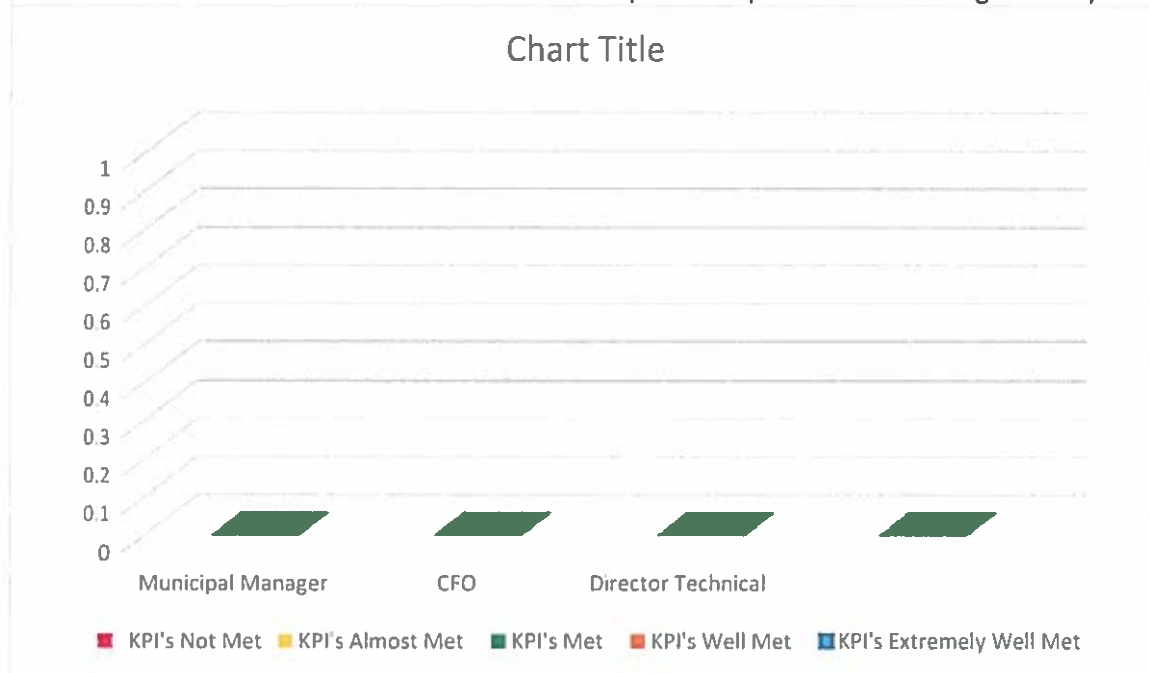
- Head: Corporate Services
- Aerodrome
- Human Resources
- Record & Customer Care
- Secretariat & Facility Management

The Operational Key Performance Indicator for Corporate Services is aligned to the following National Key Performance Areas, Municipal Key Performance Areas and the IDP Strategic Objectives:

Good Governance and Public Participation	Good Governance	Good governance through institutional transformation, intergovernmental cooperation and public consultation to ensure accountability.
Municipal Transformation and Organisational Development	Institutional Development	Strive to create a responsive, accountable, effective and efficient local government system. Functional and stable institution with high ethos and standards.
Municipal Financial Viability	Financial Viability	To enhance the financial viability of the municipality and have a clean audit report by 2016.
Basic Service Delivery	Basic Service Delivery and Infrastructure Development	Key performance areas are water and sanitation, housing and human settlements, roads and electricity.
Local Economic Development	Local Economic Development Human Development	Create an enabling social development that ensures safe, healthy and vibrant communities that participate actively in Ikwezi Municipality.

Table 5: Functional alignment – Financial Services

The following graph indicates the overall results of all the KPI's measured of the various sub-directorates within the Financial Services directorate in terms of the municipal SDBIP performance management system



Graph 3: Corporate Services performance per sub-directorate

5.3.3 COMMUNITY SERVICES

- Head: Community Services
- Library Services
- Housing & Beaches
- Parks & Recreation
- Public Safety: Fire
- Public Safety: Law Enforcement
- Public Safety: Traffic Control
- Public Safety: Disaster Management
- Social Services
- Waste Management

The Operational Key Performance Indicators for Community Services are aligned to the following National Key Performance Area, Municipal Key Performance Area and the IDP Strategic Objectives:

National Key Performance Area	Municipal Key Performance Area	IDP Strategic Objectives
Good Governance and Public Participation	Good Governance	Good governance through institutional transformation, intergovernmental cooperation and public consultation to ensure accountability.
Municipal Transformation and Organisational Development	Institutional Development	Strive to create a responsive, accountable, effective and efficient local government system. Functional and stable institution with high ethos and standards.
Municipal Financial Viability and Management	Financial Viability	To enhance the financial viability of the municipality and have a clean audit report by 2016.
Basic Service Delivery	Basic Service Delivery and Infrastructure Development	Key performance areas is water and sanitation, housing and human settlements, roads and electricity
Local Economic Development	Local Economic Development Human Development	Create an enabling social development that ensures safe, healthy and vibrant communities that participate actively in Ikwezi Municipality.

Table 6: Functional alignment – Community Services

The following graph indicates the overall results of the all KPI's measured of the various sub-directorates within the Community Services directorate in terms of the municipal SDBIP performance management system

Chart Title



5.3.4 MUNICIPAL SERVICES AND INFRASTRUCTURE DEVELOPMENT

Engineering Services consists of the following divisions:

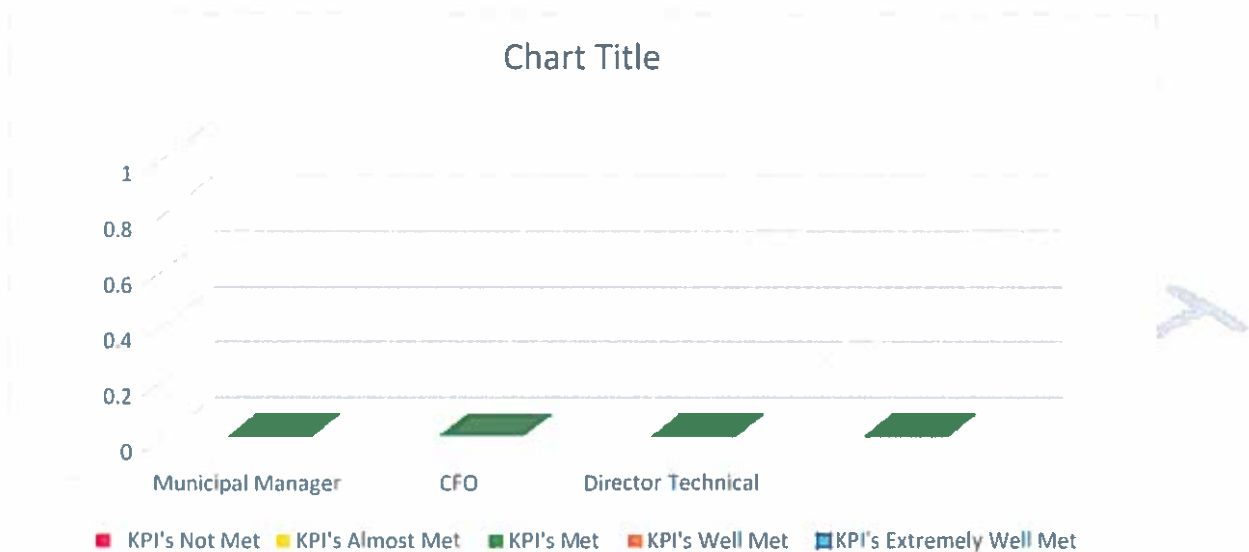
- Head: Municipal Services & Infrastructure Development
- Civil Works
- Electrical & Mechanical Service
- Roads Infrastructure
- Water Quality Control
- Fleet Management

The Operational Key Performance Indicators for Municipal Services & Infrastructure Development are aligned to the following National Key Performance Areas and the IDP Strategic Objectives:

National Key Performance Area	Municipal Key Performance Area	IDP Strategic Objectives
Good Governance and Public Participation	Good Governance	Good governance through institutional transformation, intergovernmental cooperation and public consultation to ensure accountability.
Municipal Transformation and Organizational Development	Institutional Development	Strive to create a responsive, accountable, effective and efficient local government system. Functional and stable institution with high ethos and standards.
Municipal Financial Viability and Management	Financial Viability	To enhance the financial viability of the municipality and have a clean audit report by 2016.
Basic Service Delivery	Basic Service Delivery and Infrastructure Development	Key performance areas are water and sanitation, housing and human settlements, roads and electricity.
Local Economic Development	Local Economic Development	Create an enabling social development that ensures safe, healthy and vibrant communities that participate actively in Ikwezi Municipality.
	Human Development	

Table 7: Functional alignment: Municipal Services and Infrastructure Development

The following graph indicates the overall results of all the KPI's measured of the various sub- directorates within the Municipal Services and Infrastructure Development directorate in terms of the municipal SDBIP performance management system.



Graph 4: Municipal Services & Infrastructure Development performance per sub- directorate

5.3.5 STRATEGIC SERVICES

Engineering Services consists of the following divisions:

- Head: Strategic Services
- Building Control& Infrastructure Maintenance
- IDP
- LED
- Performance Management
- Tourism
- Town Planning & Development

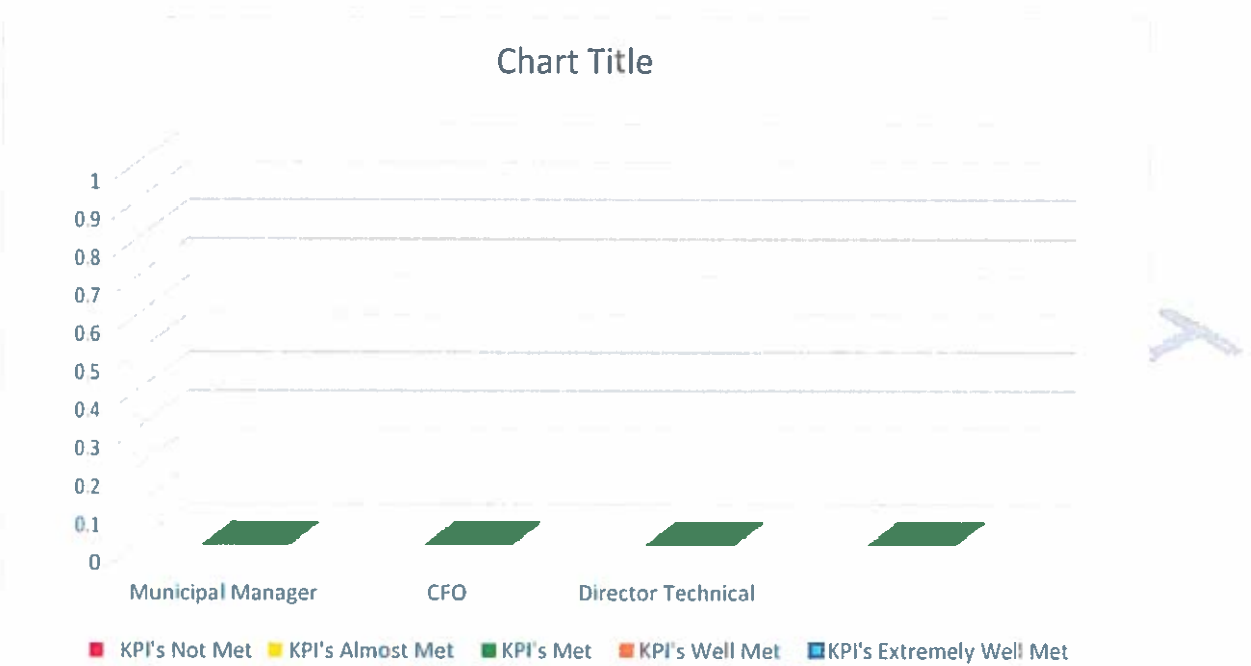
The Operational Key Performance Indicators for Strategic Services are aligned to the following National Key Performance Area, Municipal Key Performance Areas and the IDP Strategic Objectives:

National Key Performance Area	Municipal Key Performance Area	IDP Strategic Objectives
Good Governance and Public Participation	Good Governance	Good governance through institutional transformation, intergovernmental cooperation and public consultation to ensure accountability.
Municipal Transformation and Organizational Development	Institutional Development	Strive to create a responsive, accountable, effective and efficient local government system. Functional and stable institution with high ethos and standards.
Municipal Financial Viability and Management	Financial Viability	To enhance the financial viability of the municipality and have a clean audit report by 2016.
Basic Service Delivery	Basic Service Delivery and Infrastructure Development	Key performance areas are water and sanitation, housing and human settlements, roads and electricity.
Local Economic Development	Local Economic Development Human Development	Create an enabling social development that ensures safe, healthy and vibrant communities that participate actively in Ikwezi Municipality.

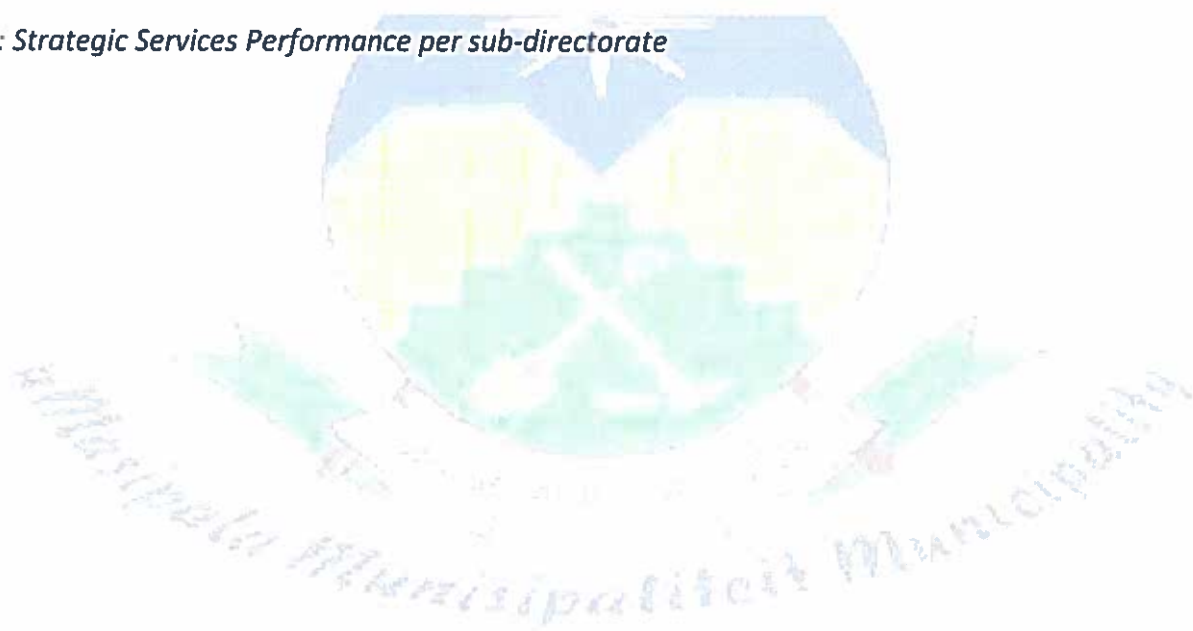
Table 8: Functional Alignment – Strategic Services



The following graph indicates the overall results of all the KPI's measured of the various sub- directorates within the Strategic Services directorates in terms of the municipal SDBIP performance management system.



Graph 5: Strategic Services Performance per sub-directorate



LIST OF ABBREVIATION

AC – Audit Committee

AG - Auditor General

IA - Internal Audit

IDP – Integrated Development Plan

KPI – Key Performance Indicator

LLF – Local Labour Forum

MEC - Member of the Executive Council

MFMA – Municipal Finance Management Act

MS – Management Services

MSA – Municipal Systems Act

PAC – Performance Audit Committee

PMS – Performance Management System

SALGA - South African Local Government Association

PMSC – Performance Management Steering Committee

SDBIP - Service Delivery and Budget Implementation Plan



IKWEZI



IKWEZI LOCAL MUNICIPALITY ANNUAL FINANCIAL
STATEMENTS FOR THE YEAR ENDED 30 JUNE 2015

IKWEZI LOCAL MUNICIPALITY

